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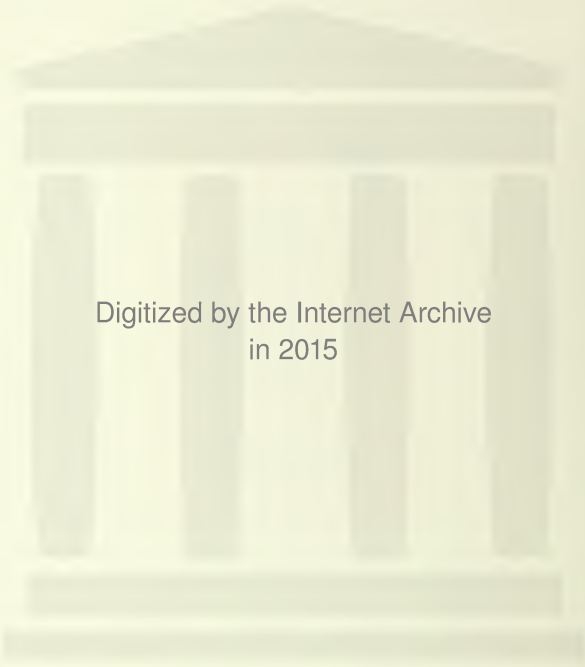
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PROPOSED BUDGET

Mayor Edwin M. Lee

City and County of
San Francisco, California
2011-2012

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2011-12



MAYOR'S 2011-2012 PROPOSED BUDGET



MAYOR EDWIN M. LEE

CITY AND COUNTY OF SAN FRANCISCO, CALIFORNIA



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MAYOR'S BUDGET INTRODUCTION



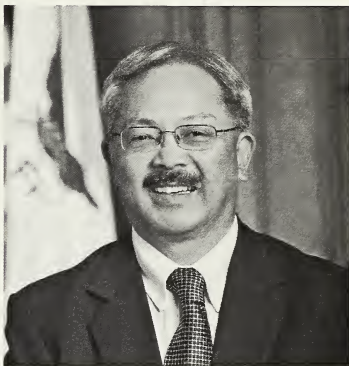
MAYOR'S LETTER

June 1, 2011

Dear Residents of San Francisco:

I am honored to present my proposed budget for the City and County of San Francisco for Fiscal Year 2011-12. This budget is the culmination of hard work and collaboration by our city's elected officials, residents, departments, community organizations, city employees and a wide range of other stakeholders.

I took office in January of 2011 facing a \$380 million General Fund budget deficit. In light of this challenge, I have worked to expand the discussion to include as many people, perspectives and ideas as possible. I partnered with members of the Board of Supervisors to hold ten budget town hall meetings across the city, and met with hundreds of residents, community organizations, City Commissioners, labor organizations, business owners, and activists to discuss the budget. I believe our budget reflects the results of these efforts—we have made almost \$28 million worth of adjustments to our budget plan based on the feedback we received.



Our city's budget is a statement of our values. Over the past several months, many of you have heard me describe three guiding principles I use when making decisions for our city. With this budget proposal, I believe our city will continue to be Safe, Solvent and Successful.

A SAFE CITY. Ensuring that our city is safe is the most basic responsibility of government. San Francisco must be safe in the traditional sense of public safety—meaning that residents are safe from crime, and have quick, reliable emergency response. Now more than ever, cities are challenged to do more with fewer resources. While San Francisco's Police and Fire Departments share in these challenges, this budget includes no layoffs of police officers or firefighters—a significant feat in light of the deep reductions to public safety taking place in neighboring cities and counties. This budget also reflects the beginning of a new reality for public safety agencies in California. During the coming fiscal year, the State government intends to shift responsibility for hundreds of state parolees and prisoners to local governments, increasing pressure on county jails, probation departments and other public safety agencies. This budget includes funding to address the challenges presented by these changes from the State, and to adapt the City's public safety systems in anticipation of these changes.

A safe city also means providing a basic safety net for our most vulnerable populations. In recent months, I held a series of budget meetings with a large group of social service professionals to prioritize programs that protect citizens most in need. As a result, we re-prioritized funding for specific programs such as meals for seniors, drop-in centers for the homeless, residential mental health and substance abuse programs and domestic violence prevention. These changes allow us to meet our budget obligations while also reflecting our city's core values. Despite budget constraints, we are still making strategic investments in our safety net where funding is available, including \$39 million in new federal dollars to expand the capacity of our health care system and \$16 million in state and federal revenue for basic safety net programs like food stamps, foster care, adoption and employment programs for low-income adults and families.

A SOLVENT CITY. As we developed this budget, we focused not just on getting through next year, but on the steps that are necessary to ensure the City's long-term financial health. In May, we released the City's first Five-Year Financial Plan, which includes a road map to restore the City to a structural balance by Fiscal Year 2015-16. The plan will require difficult decisions, but I believe it is our collective responsibility to begin today.

The Five-Year Financial Plan paints a sobering picture of our future fiscal health. Even as our economy recovers, our budget deficits will continue to grow. Employee wage and benefit costs alone will outpace our total anticipated revenue growth by over \$230 million within five years.

Since taking office I have been working in partnership with labor leaders to develop a solution to our rising pension and benefit costs, and in May we introduced a consensus proposal for voter approval at the November 2011 election. I believe this is a fair but ambitious proposal that will curb our cost increases and still allow a dignified retirement for city employees. This measure is estimated to save between \$800 million and \$1 billion over the next ten years.

A SUCCESSFUL CITY. A successful city is one that creates an exciting, unique and enjoyable environment for its residents and visitors. Despite our economic challenges, we know San Francisco must continue to be successful. In this budget, we make strategic investments in our city's people and infrastructure where feasible, even while closing a large budget deficit.

This budget includes a spending plan for the first phase of preparation for the 34th America's Cup, an international sailing event that will be hosted in San Francisco in 2013. This event will bring in an estimated 250,000 visitors to San Francisco, generate more than \$1.4 billion in economic activity to support local businesses, and continue the revival of our eastern waterfront. In addition, this budget marks the start of San Francisco's Local Hire program, which ensures that city residents are hired to work on publicly-funded infrastructure projects in San Francisco. We continue funding for the landmark JobsNOW! Program, which has created jobs for thousands of city residents, and we are funding apprenticeship and job programs in the departments of Public Works, Recreation and Park and the Environment to put people back to work. I am also working with the Board of Supervisors to develop a strategy for revitalizing our neighborhood commercial districts and filling empty storefronts.

In this budget we propose a total of \$308 million in infrastructure investment, including enhanced disability access, rebuilding our public safety infrastructure, and energy efficiency in city buildings. These projects will support over 2,000 jobs. In addition, I have proposed a \$248 million General Obligation bond for the November 2011 ballot to begin reducing the backlog of much-needed street repairs. If approved, the bond will provide an additional \$53 million in the coming year for street improvements.

The City Charter requires the Mayor to submit a balanced budget proposal on June 1. However, I view this submission as a step in a process and not the end. I am proud of what we've accomplished in this budget submission, and I look forward to continuing to work with the Board of Supervisors to develop the best budget possible for the citizens of the City and County of San Francisco.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Edwin M. Lee', with a stylized flourish at the end.

Mayor Edwin M. Lee



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City and County of San Francisco
California**

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

**The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City and County of San Francisco, California for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

MAYOR'S PROPOSED BUDGET AND OTHER RESOURCES

MAYOR'S PROPOSED BUDGET

The Mayor's proposed June 1 budget for the City and County of San Francisco (the City) contains departmental budget submissions from General Fund Departments and Enterprise Departments. The proposed budget is organized into the following sections:

MAYOR'S BUDGET INTRODUCTION This provides an overview of the Mayor's proposed budget including highlights and priorities for the 2011–12 budget year.

BUDGET SUMMARY TABLES These provide high-level summaries of the Mayor's proposed budget, detailing changes over a three-year period: 2009–10 actual data; 2010–11 budgetary data; and 2011–12 proposed budgetary data. The variance columns measure the dollar and percentage difference between the proposed year and current year data.

- **USES BY SERVICE AREA, DEPARTMENT AND PROGRAM:** This lists citywide expenses at the program level by Major Service Area (MSA). The seven MSAs include: Public Protection; Public Works; Transportation and Commerce; Human Welfare and Neighborhood Development; Community Health; Culture and Recreation; General Administration and Finance; and General City Responsibilities.
- **FUNDED POSITIONS, GRAND RECAP BY MSA AND DEPARTMENT:** This lists year-to-year change in funded positions by department. The count of funded positions is determined by the total authorized positions minus budgeted attrition savings.

DEPARTMENT BUDGETS These provide budgetary information and operational priorities for each of the City's departments. Department information is organized alphabetically and includes the following sections:

MISSION STATEMENT: Describes the general objective of the department.

DESCRIPTION OF SERVICES PROVIDED: Includes key services or divisions and functions.

BUDGET DATA SUMMARY: Shows a summary of total expenditures and funded positions over time.

BUDGET ISSUES AND DETAILS: Explains any significant service level changes in Fiscal Year 2011–12 and highlights key areas of focus.

ORGANIZATIONAL CHART: Depicts the department's organizational structure.

TOTAL BUDGET (HISTORICAL COMPARISON):

Illustrates the department's total revenue sources, expenditures and funded positions over time.

PERFORMANCE MEASURES: Illustrate the department's progress in meeting specific goals.

CAPITAL PROJECTS: This provides information on capital projects funded in the proposed budget. The Fiscal Year 2011–12 Capital Budget is reviewed and proposed by the Capital Planning Committee organized under the City Administrator's Office. Capital projects are supported by General Fund and Non-General Fund sources. Capital projects generally include major construction of new or existing buildings, roads and other investments in our City's physical infrastructure. Specific projects are detailed in this section and within the corresponding departmental sections.

OTHER RESOURCES

Consolidated Budget and Annual Appropriation Ordinance, Fiscal Year 2011–12

The Consolidated Budget and Annual Appropriation Ordinance (AAO) contains the sources of funds and their uses, detailed by department. This document provides the legal authority for the City to spend funds during the fiscal year.

Annual Salary Ordinance, Fiscal Year 2011–12

The Annual Salary Ordinance (ASO) is the legal document that authorizes the number of positions and job classifications in departments for the fiscal year. The ASO is passed at the same time as the AAO.

Comprehensive Annual Financial Report

The City's Comprehensive Annual Financial Report (CAFR) summarizes the performance of all revenue sources and accounts for total expenditures in any given fiscal year. The CAFR for the fiscal year ending June 30, 2010 is currently available. The 2010–11 CAFR will be made available by the Controller after the fiscal year has closed and the City's financial reports have been reviewed and certified.

OBTAINING BUDGET DOCUMENTS AND RESOURCES

Copies of these documents are distributed to all City libraries. They may also be viewed at the following City Hall locations and online:

MAYOR'S OFFICE OF PUBLIC POLICY & FINANCE

1 Dr. Carlton B. Goodlett Place, Room 288

Phone: (415) 554-6114

<http://www.sfmayor.org>

CONTROLLER'S OFFICE

1 Dr. Carlton B. Goodlett Place, Room 316

Phone: (415) 554-7500

<http://www.sfcontroller.org/>

CLERK OF THE BOARD OF SUPERVISORS

1 Dr. Carlton B. Goodlett Place, Room 244

Phone: (415) 554-5184

<http://www.sfbos.org/>

SAN FRANCISCO: AN OVERVIEW

CITY GOVERNANCE AND STRUCTURE

The City and County of San Francisco (the City) was established by Charter in 1850 and is a legal subdivision of the State of California. It is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the Executive branch, while the Board of Supervisors and Superior Court act as the Legislative and Judicial branches respectively.

Both the Mayor and members of the Board of Supervisors serve four year terms. Mayoral elections are held on odd numbered years, while Board of Supervisors elections are held on even years. Elections for the Board of Supervisors are staggered, with five or six seats being open each

election. Supervisors serve four year terms and any vacancies are filled by Mayoral appointment. Both the Mayor and members of the Board of Supervisors are limited to two terms.

The Board of Supervisors has eleven districts. Beginning in November 2000, the Board of Supervisors was elected by district for the first time since the 1970s.

The elected Mayor of San Francisco appoints the heads of most City departments. Many departments are also advised by commissions or boards whose members are citizens appointed either by the Mayor or, in some cases, by a combination of the Mayor, Board of Supervisors and other elected officials. Elected officials include the Assessor-Recorder, City Attorney, District Attorney, Public Defender, Sheriff, Superior Court Judges and the Treasurer.

A = Appointed
E = Elected
S = Shared Appointment by Various Elected Officials

ELECTED OFFICIALS

Mayor

Edwin M. Lee

BOARD OF SUPERVISORS

President, District 3

David Chiu

Supervisor, District 1

Eric Mar

Supervisor, District 2

Mark Farrell

Supervisor, District 4

Carmen Chu

Supervisor, District 5

Ross Mirkarimi

Supervisor, District 6

Jane Kim

Supervisor, District 7

Sean Elsbernd

Supervisor, District 8

Scott Wiener

Supervisor, District 9

David Campos

Supervisor, District 10

Malia Cohen

Supervisor, District 11

John Avalos

Assessor-Recorder

Phil Ting

City Attorney

Dennis J. Herrera

District Attorney

George Gascón

Public Defender

Jeff Adachi

Sheriff

Michael Hennessey

Superior Courts Presiding Judge

Katherine Feinstein

Treasurer/Tax Collector

José Cisneros

APPOINTED OFFICIALS

City Administrator

Amy Brown (Acting)

Controller

Ben Rosenfield

DEPARTMENT DIRECTORS/ADMINISTRATORS

Academy of Sciences (SCI)

Gregory Farrington, Ph.D.

Adult Probation (ADP)

Wendy Still

Aging and Adult Services (DAAS)

Anne Hinton

Airport (AIR)

John L. Martin

Animal Care and Control

Rebecca Katz

Arts Commission (ART)

Luis Cancel

Assessment Appeals Board

Dawn Duran

Assessor-Recorder (ASR)

Phil Ting

Asian Arts (AAM)

Jay Xu

Building Inspection (DBI)

Vivian Day

Board of Appeals (PAB)

Cynthia Goldstein

Board of Supervisors (BOS)	Angela Calvillo
Child Support Services (CSS)	Karen M. Royce
Children and Families Commission (CFC)	Laurel Klooomok
Children, Youth and Their Families (CHF)	Maria Su
City Administrator (ADM)	Amy Brown (Acting)
City Attorney (CAT)	Dennis J. Herrera
City Planning (CPC)	John Rahaim
Civil Service Commission (CSC)	Anita Sanchez
Controller (CON)	Ben Rosenfield
Convention Facilities Management	John Noguchi
County Transportation Authority (SFCTA)	José Luis Moscovich
District Attorney (DAT)	George Gascón
Economic and Workforce Development (ECN)	Jennifer Matz
Elections (REG)	John Arntz
Emergency Management (ECD)	Anne Kronenberg
Entertainment Commission	Jocelyn Kane
Environment (ENV)	Melanie Nutter
Ethics (ETH)	John St. Croix
Fine Arts Museums (FAM)	John E. Buchanan, Jr.
Fire (FIR)	Joanne Hayes-White
Health Service System (HSS)	Catherine Dodd
Human Resources (DHR)	Micki Callahan
Human Rights Commission (HRC)	Theresa Sparks
Human Services Agency (DSS)	Trent Rhorer
Juvenile Probation (JUV)	William Sifferman
Law Library (LLB)	Marcia Bell
Library (LIB)	Luis Herrera
Medical Examiner	Amy P. Hart, M.D.
Municipal Transportation Agency (MTA)	Nathaniel P. Ford
Office of Citizen Complaints (OCC)	Joyce Hicks
Police (POL)	Greg Suhr
Port (PRT)	Monique Moyer
Public Defender (PDR)	Jeff Adachi
Public Health (DPH)	Barbara Garcia
Public Utilities (PUC)	Ed Harrington
Public Works (DPW)	Ed Reiskin
Recreation and Parks (REC)	Phil Ginsburg
Redevelopment Agency (RED)	Fred Blackwell

Rent Board (RNT)	Delene Wolf
Retirement System (RET)	Gary Amelio
Sheriff (SHF)	Michael Hennessey
Status of Women (WOM)	Emily Murase
Superior Court (CRT)	T. Michael Yuen
Technology (TIS)	Jon Walton (Acting)
Treasure Island Development Authority (TIDA)	Mirian Saez
Treasurer/Tax Collector (TTX)	José Cisneros
War Memorial (WAR)	Elizabeth Murray

COUNTY EDUCATION INSTITUTIONS

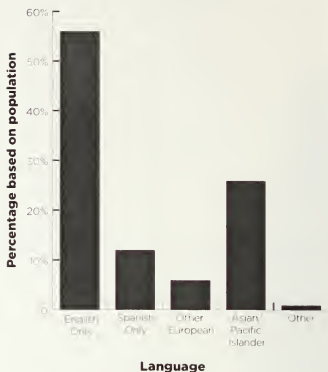
San Francisco Unified School District	Carlos Garcia
San Francisco Community College District	Dr. Don Griffin

DEMOGRAPHIC AND ECONOMIC STATISTICS

Incorporated on April 15th, 1850, San Francisco is the fourth largest city in the state of California and geographically the smallest county in California. Occupying just 49 square miles of land, the City is located on a peninsula bounded by the Pacific Ocean on the west, San Francisco Bay on the east, the entrance to the Bay and the Golden Gate Bridge to the north and San Mateo County to the south.

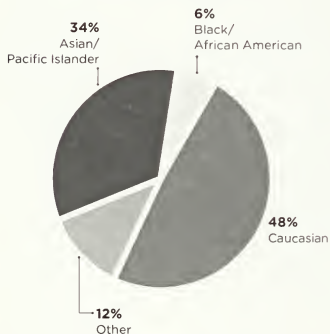
While city government has played a key role in San Francisco's development, the true wealth of the City resides in the creative and entrepreneurial spirit of its pioneering citizens. The 2010 Census estimates a population of 805,235 in 2010, which represents a 0.8 percent increase from the previous year and a 3.7 percent increase from the 2000 Census estimate. San Francisco is a racially and ethnically diverse city with minority groups combining to represent approximately 62 percent of the population with no single majority group. Among persons aged five years and older, 46 percent speak a language other than English, contributing to a sense of diversity in San Francisco public schools and positioning our city's future labor force for the global economy.

Languages Spoken at Home

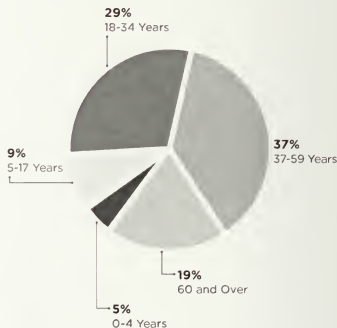


Source: American Community Survey

San Francisco Race Identifications



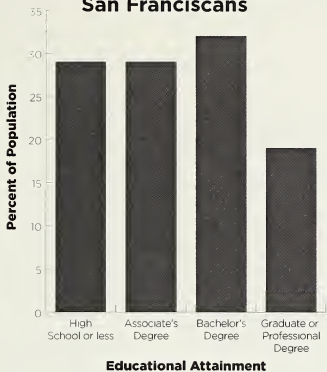
San Francisco Age Ranges



This information is provided by the 2010 Census. Please note that Latinos are not listed as Latinos can be of any race. 51 percent of Latinos checked "Other" race or "Two or More Races". According to the Planning Department (using data from the American Community Survey) Latinos make up 15 percent of the population in San Francisco.

According to the American Community Survey 2005-2009 data and the Planning Department, the population of San Francisco is getting older. The median age is 38.2 years old.

Education Attainment of San Franciscans



A key component of San Francisco's economic growth is the educational attainment of the City's residents.

LOCAL ECONOMY

The City and County of San Francisco is the cornerstone of the dynamic economic and cultural hub of the Bay Area, which is comprised of nine counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. San Francisco's diverse economy is driven by the success and growth of advanced, knowledge-based services such as financial and professional services, life sciences, digital media and information technology, hospitality and food services, and retail.

The success of our local economy depends on the continued growth and achievements of our industrial sectors and continued improvement in our employment rates.

SECTOR GROWTH

San Francisco continues to attract and retain businesses that spur job creation and economic growth. Over the next year, San Francisco will see a resurgence in the technology sector, increased capacity for biotech firms, growth in our clean technology and retail industries, and improving conditions in our tourism and convention sectors.

Technology Companies Expanding in San Francisco

Consumer internet use and online gaming are driving demand for more commercial office space, and both are

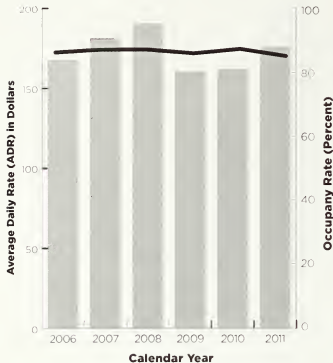
creating more jobs in San Francisco. In addition to Twitter moving into the mid-Market area, startup companies and established tech companies are using space in the historic Chronicle Building in the South of Market neighborhood. Additionally, Salesforce, already one of the largest city employers, has committed to expanding its headquarters into the Mission Bay neighborhood after purchasing 14 acres of land, which could accommodate nearly two million square feet of space when fully built. Gaming is the fastest growing sub-sector of the technology industry, and San Francisco is currently home to the three largest companies in online gaming.

As a region, the Bay Area saw \$8.5 billion in venture capital investment in 2010, from over 900 transactions. Because of this concentration of financial activity, San Francisco remains a highly desirable location for technology firms.

Biotechnology Hub will Benefit from Increased Commercial Space

Since 2004, San Francisco has prioritized attracting the biotechnology industry. As a result, San Francisco has 74 biotech and life sciences companies. Of those, 38 companies are located in Mission Bay, an innovation corridor, which will continue to experience growth. Over the coming years, San Francisco will continue to have a

Annual Average Daily Room and Occupancy Rates 2006-11



The chart above represents both the occupancy and the average daily rate for San Francisco's hotels. As both of these measures increase, they demonstrate the strength of San Francisco's tourism industry. 2011 figures reflect average rates through February.

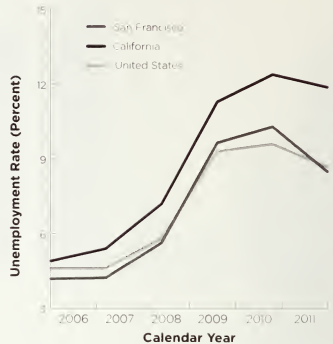
strong and growing biotechnology/life science footprint. Pier 70, Seawall Lot 337, Hunters Point Shipyard and Life Sciences Overlay are likely to add more commercial space for biotech companies in the coming years.

Clean Technology Sector Prestige for San Francisco

San Francisco is home to more than 200 clean technology and green companies. As an international center for the solar industry, San Francisco has the top five solar photovoltaic panel manufacturers in the world and has become a center for the Chinese solar industry. Furthermore, four of the largest Spanish solar firms are located in San Francisco.

With companies such as Virginia-based Opower opening its west coast office in San Francisco and Scientific Conservation and Recurve headquartered in the City, San Francisco is also becoming a leader in the energy efficiency sector. Additionally, San Francisco continues to expand its renewable materials, biofuels, clean transportation and green building and design sectors.

Annual Unemployment Rate Trends



San Francisco's current average unemployment rate as of April 2011 (8.5 percent) remains well below the State's as of April 2011 (11.9 percent). Furthermore, San Francisco is now below the national April 2011 unemployment rate (8.7 percent).

San Francisco as a Top Retail Hub

San Francisco's retail industry employs more than 44,300 workers. The City ranks as one of the top markets in retail development potential, according to the Urban Land Institute and PriceWaterhouseCoopers' Emerging Trends in Real Estate 2011 Report.

Although the retail sector is recovering slowly from the economic downturn, several new projects and an increase in leasing activity will drive recovery efforts and make San Francisco even more competitive with other top retail destinations. Additionally, San Francisco is showing a resurgence as a center for design, with new leases recently announced by major fashion design firms.

Tourism Continues to Improve

Tourism and business travel in San Francisco continue to rebound, providing a boost to the recovering hotel sector. According to industry analysts, San Francisco is one of the few markets in the country with the greatest and most immediate potential to thrive after the economic downturn.

In Fiscal Year 2011–12, the Moscone Center expansion project will conduct studies on how to meet the needs of its customers and develop a plan to bring in new and bigger conventions to San Francisco, and thus generate more revenue over time. Currently, Moscone renovations totaling \$70 million are underway.

In April 2011, the San Francisco International Airport opened Terminal 2, which is the dedicated terminal for American Airlines and Virgin America. As a result, San Francisco can expect continued growth in domestic travel.

Over the next few years, San Francisco will embark on several major projects that will help to draw in visitors. The new Exploratorium project on Piers 15 and 17 is expected to be completed in 2013. The Cruise Terminal project on Pier 27, projected to be completed in 2012, will increase San Francisco's capacity to host cruises. The Transbay Transit Center project, now underway, will transform the regional transportation system.

One cornerstone of San Francisco's tourism sector, Fisherman's Wharf, will also undergo improvements with the Pier 43 Promenade, which will extend the Embarcadero Promenade between Powell and Mason Streets, by late 2011. The Public Realm Plan at Fisherman's Wharf will improve pedestrian, cyclist, and motorist circulation on Jefferson Street, and provide a safe environment for all visitors.

Finally, in December 2010, San Francisco was chosen to be the host venue for the 2013 America's Cup, the third largest international sporting event. The series of races leading up to the America's Cup finals will begin in 2012. These events are expected to draw thousands of visitors to San Francisco and will directly support our local hotels, restaurants, shops and cultural institutions.

EMPLOYMENT TRENDS CONTINUE TO SHOW IMPROVEMENT

The national economic downturn that began in December 2007 finally began to affect the San Francisco economy in October 2008. The depth of the recession locally can most clearly be seen in the number of unemployed, which increased from 4.6 percent in 2008 to its height of 10.1 percent in January 2010. Since that time, the unemployment rate has slowly declined, reaching 8.5 percent in April of 2011. As San Francisco embarks on major projects that will expand economic activity, the City will continue to see the unemployment rate drop.

San Francisco's long-term economic fundamentals—the quality of its workforce, environment, technological base, and cultural amenities—remain among the strongest of any city in the United States. These competitive advantages are likely to secure the City's continued prosperity after the current recession.

FUND STRUCTURE

The City and County of San Francisco adopts budgets for all funds on an annual basis except for capital project funds and certain debt service funds, for which it usually adopts project-length budgets. A fund is a grouping of related accounts that are used to maintain control over resources that have been segregated for specific activities or objectives. All city funds can be divided into the following three categories: governmental funds, proprietary funds and fiduciary funds.

GOVERNMENTAL FUNDS

These funds are used to account for most of the City's basic services and to record available resources, expected expenditures and changes. There are different types of funds organized within the governmental fund category including special revenue, debt service, capital projects and permanent funds. A major fund within this category is the General Fund. The General Fund is the City's main source of discretionary spending.

PROPRIETARY FUNDS

These funds are generally used to account for services for which the City charges customers—either outside customers or internal units or departments of the City. The two major types of proprietary funds include internal service funds and enterprise funds. Internal service funds are used to account for the expense of goods or services provided by one city department to another city department on a cost-reimbursement basis. Internal service funds account for the activities of centralized vehicle and equipment maintenance, purchasing, printing and mailing, telecommunications and information services, and lease financing through the Finance Corporation. Enterprise funds are used to support the operations, facilities maintenance, and capital needs of specific entities—resources in these funds are not available for general city services.

The City reports the following major proprietary funds:

- **The San Francisco International Airport Fund** accounts for the activities of the city-owned commercial service airport in the San Francisco Bay Area.
- **The Water Department Fund** accounts for the activities of the San Francisco Water Department, under the Public Utilities Commission (PUC). The Department is engaged in the distribution of water to the City and certain suburban areas.
- **The Hetch Hetchy Water and Power Fund** accounts for the activities of Hetch Hetchy Water and Power

Department (Hetch Hetchy) under the PUC. The Department is engaged in the collection and distribution of approximately 85 percent of the City's water supply and in the generation and transmission of electricity.

- **The Clean Water Program Fund** accounts for the activities of the Clean Water Program (CWP) under the PUC. The CWP was created after San Francisco voters approved a proposition in 1976 authorizing the City to issue \$240 million in bonds for the purpose of acquiring, constructing, improving and financing improvements to the City's municipal sewage treatment and disposal system.
- **The Municipal Transportation Agency Fund** accounts for the activities of the Municipal Transportation Agency (MTA). The MTA was established by Proposition E, passed by the City's voters in November 1999 and includes: the San Francisco Municipal Railway (MUNI); San Francisco Municipal Railway Improvement Corporation (SFMRIC); and the operations of the Parking and Traffic Commission (DPT), which includes the Parking Authority. MUNI is responsible for the operation of the City's public transportation system. SFMRIC is a nonprofit corporation established to provide capital financial assistance for the modernization of MUNI by acquiring constructing, and financing improvements to the City's public transportation system. DPT is responsible for proposing and implementing street and traffic changes and oversees the City's off-street parking operations.
- **The General Hospital Medical Center Fund** accounts for the activities of the San Francisco General Hospital Medical Center, the City-owned acute care hospital.
- **The Port of San Francisco Fund** accounts for the activities of the Port of San Francisco. The fund was established in 1969 after San Francisco voters approved a proposition accepting the transfer of the Harbor of San Francisco from the State of California.
- **The Laguna Honda Hospital Fund** accounts for the activities of Laguna Honda Hospital, the city-owned skilled nursing facility.

FIDUCIARY FUNDS

These funds are used to account for resources held for the benefit of parties outside the City. They are not available to support the City's own programs and are comprised of the following major fiduciary funds:

- **The Permanent Fund** accounts for resources legally restricted to the extent that only earnings, not principal, may be used for purposes that support specific programs.

- **The Pension and Other Employee Benefit Trust Funds** reflect the activities of the Employees' Retirement System and the Health Service System. The Retirement System accounts for employee contributions, city contributions, and the earnings and profits from investments. It also accounts for the disbursements made for employee retirement benefits, withdrawals, disability and death benefits, as well as administrative expenses. The Health Service System accounts for contributions from active and retired employees and surviving spouses, employer contributions (including the City, Community College District and San Francisco Unified School District, among others), and the earnings and profits from investments. It also accounts for disbursements to various health and dental plans and care providers for the medical and dental expenses of beneficiaries.
- **The Investment Trust Fund** accounts for the external portion of the Treasurer's Office investment pool. The funds of the San Francisco Community College District, San Francisco Unified School District and the Trial Courts are accounted for within the Investment Trust Fund.
- **The Agency Funds** account for resources held by the City in a custodial capacity on behalf of the State of California and human welfare, community health and transportation programs.

GENERAL FUND REVENUE AND EXPENDITURE TRENDS

OVERVIEW

On an annual basis, the City prepares a three-year budgetary projection of General Fund supported operations and revenues. This report—referred to as the Joint Report and authored by the Controller, the Mayor's Office of Public Policy and Finance and the Board of Supervisor's Budget and Legislative Analyst—provides updated General Fund Supported expenditure and revenue projections for the next three fiscal years and projects either a surplus or shortfall between expenditures and revenues. This projection updates revenue trends based on the most current economic data and assumes no change to existing policies and service levels. The most recent Joint Report, published on April 11, 2011, projected a \$306 million shortfall for Fiscal Year 2011–12, a \$480 million shortfall for Fiscal Year 2012–13, and a \$642 million shortfall in Fiscal Year 2013–14.

The City is legally required to balance its budget each year. The Mayor's Fiscal Year 2011–12 Proposed Budget balances the shortfall with a combination of one-time and ongoing departmental expenditure savings, citywide consolidations and efficiencies, and better than expected receipts in citywide and departmental revenue, in particular higher reimbursement for Medi-Cal services and increases in the property transfer tax. The proposed Fiscal Year 2011–2012 budget totals \$6.8 billion, a \$266 million or 4 percent increase from the Fiscal Year 2010–11 budget. The General Fund comprises \$3.3 billion of the total budget, reflecting a \$284 million or 10 percent increase compared to Fiscal Year 2010–11.

The economic recovery that began in 2010 is projected to continue at the national, state and local levels in Fiscal Year 2011–12. Key tax revenues, including payroll tax, local and state sales tax subventions, real property transfer tax and hotel tax improved at a faster pace than expected during Fiscal Year 2010–11. The revenue projections in this budget are based on the assumption that most tax revenues will continue to recover at modest rates in Fiscal Year 2011–12 from this improved base. General Fund property and payroll taxes are projected to increase 4.4 percent and 13.9 percent, respectively, from Fiscal Year 2010–11

budgeted levels. Other local tax revenues, including real property transfer, parking and hotel taxes are projected to increase just under 13 percent, on average, from the prior year budget, while interest income and federal government subventions are projected to decline due to continued low interest rates and the expiration of federal stimulus funding. The largest revenue increase across all funds (including the hospitals, airport, and utilities) is in charges for services, which are increasing \$109.5 million or 5.1 percent from the Fiscal Year 2010–11 budget. This increase is primarily due to additional Airport concession revenue and scheduled rate increases for Public Utilities Commission services. The largest single decrease across all funds is in federal subventions, which are decreasing \$46.1 million or 10.7 percent from the Fiscal Year 2010–11 budget.

While the April 2011 Joint Report projected revenues for Fiscal Year 2011–12 to increase from the prior year, operating expenditures are projected to increase at an even faster rate. The largest projected increase is for employee salary, wage and fringe benefit costs. In the Fiscal Year 2011–12 proposed budget, total labor-related costs are \$143.6 million or 4.2 percent higher than the FY 2010–11 budget, while in General Fund operations, labor-related costs are \$79.7 million or 5.0 percent higher than the prior year. These increases are due to the rapidly rising cost of employee health and pension benefits and a proposed increase in the number of funded positions, primarily related to federal healthcare reform in the Department of Public Health, the opening of Terminal 2 at San Francisco International Airport, and infrastructure projects at the Public Utilities Commission. Offsetting these cost increases is an assumption that raises for certain city employees scheduled to take effect in FY 2011–12 will be cancelled or deferred. The proposed budget does not assume any savings from the pension reform charter amendment that the Mayor introduced in May 2011; however, if passed by the voters in November 2011, this measure is expected to result in significant General Fund savings starting in Fiscal Year 2012–13.

General Fund revenue and expenditure trends are discussed in greater detail below.

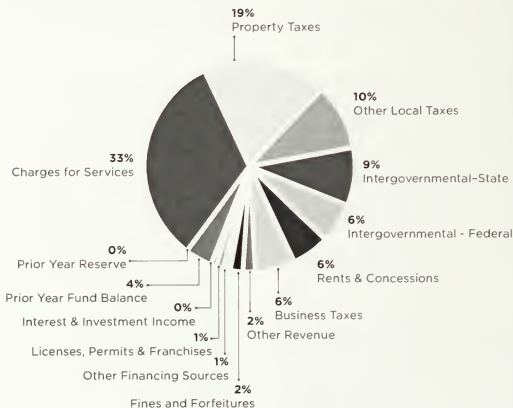
REVENUE TRENDS

The City's budget is supported by a number of different revenue sources. Enterprise fund activities are primarily backed by fees for service, while tax revenues account for approximately 62.1 percent of total General Fund sources in Fiscal Year 2011-12.

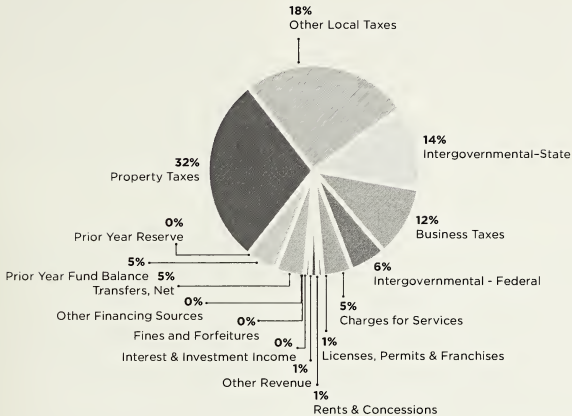
Citywide revenues are projected to increase by \$266.0 million or 4.1 percent from Fiscal Year 2010-11 to Fiscal Year 2011-12 budgeted levels. Total General Fund resources including transfers and fund balance are projected to increase by \$283.5 million or 9.6 percent from Fiscal Year 2010-11. The largest increases in General Fund revenues are in real property transfer tax, property tax, and payroll

tax. General Fund state subventions are increasing \$35.2million (8.1 percent), which includes an assumed loss of \$15.0 million in state funding. These increases are partially offset by declines in federal subventions and interest income. The budget allocates \$153.4 million in General Fund year-end balance from Fiscal Year 2010-11 as a source in Fiscal Year 2011-12. The budget also includes an allocation of \$12.8 million from prior year reserves, including \$8.4 million in Rainy Day Reserve funds to be transferred to the San Francisco Unified School District and \$4.4 million from the Recreation and Park Budget Savings Incentive Reserve.

Sources of Funds - All Funds



Sources of Funds - General Funds



GENERAL FUND REVENUES

Property Tax Revenue

The General Fund share of property tax revenue is expected to be \$1,028 million in Fiscal Year 2011-12, a 4.4 percent increase from the prior year budget primarily due to higher projected revenues from escapes and supplemental assessments, fewer losses from assessment appeals, and higher backfill revenue from the State. Approximately 57 percent of Proposition 13's one percent property tax rate accrues to the General Fund. The remainder of the revenue accrues to the State's Education Revenue Augmentation Fund (ERAF), the City's Library Preservation Fund, Children's Fund or Open Space Fund, or accrues to other entities such as the Bay Area Rapid Transit District (BART), the San Francisco Unified School District, and the San Francisco Community College District. In addition to the one percent countywide property tax rate (determined by Proposition 13), the City pays debt service related to voter-approved bonds from a property tax rate add-on that the Controller calculates annually. This add-on was 0.164 percent for

Fiscal Year 2010-11 for a total property tax rate of 1.164 percent. Additionally, the San Francisco Redevelopment Agency's budget is largely funded through property tax allocations, which would otherwise accrue to the General Fund and other taxing entities. For Fiscal Year 2011-12, tax increment funding allocated to the Redevelopment Agency is projected to increase from \$109.7 million to \$136.5 million.

Business Tax Revenue

Business tax revenue is budgeted at \$389.9 million in the General Fund for Fiscal Year 2011-12, which is \$47.5 million or 13.9 percent more than the Fiscal Year 2010-11 budget. Business tax revenue is comprised of payroll taxes and business license registration fees. The proposed revenue level for Fiscal Year 2011-12 reflects continued improvement over the growth experienced in Fiscal Year 2010-11 that resulted from increased total payroll during 2010. The budget assumes continued recovery in both the number of jobs and wage levels during tax year 2011 and includes \$0.6 million in new collections of delinquent revenue from initiatives implemented by the Tax Collector.

Sales Tax Revenue

Local sales tax in Fiscal Year 2011-12 is expected to generate \$103.5 million in revenue, an increase of 5.5 percent from prior-year budgeted levels. In Fiscal Year 2010-11, local sales tax revenue continued the recovery that began in the final quarter of Fiscal Year 2009-10. The Proposed Budget reflects slow but steady growth in each quarter. The growth experienced during Fiscal Year 2010-11 and projected for Fiscal Year 2011-12 is at a rate that is expected to keep sales tax revenue recovering from the significant spending reductions that both individual consumers and businesses made during the recession for several years. Sustained increases in this economically sensitive revenue source will depend on tourism, job growth and business activity.

Hotel Room Tax Revenue

Total hotel room tax revenue is estimated to be \$220.0 million in Fiscal Year 2011-12, of which \$165.7 million will accrue to the General Fund. The General Fund allocation represents an increase of 5.4 percent from the Fiscal Year 2010-11 budget due to increased occupancy and average daily room rates, shifts from other allocations, and reduced debt service costs for the Redevelopment Agency's hotel tax revenue bond, partially offset by the failure of a November 2010 ballot measure to clarify hotel tax provisions that was assumed in the Fiscal Year 2010-11 budget.

Access Line and Utility User Tax Revenues

With the passage of Proposition O in November 2008, the City replaced the Emergency Response or "911" Fee with the Access Line Tax (ALT). The Fiscal Year 2011-12 budget includes \$41.1 million in ALT revenue, a 10.3 percent increase from the Fiscal Year 2010-11 budget. The increase is due to both projected increases in the number of access lines as well as annual inflationary adjustments to the per-line fee authorized under Proposition O. Utility user's tax revenue is projected to generate \$95.6 million in Fiscal Year 2011-12, a 1.9 percent decrease from the prior year budget due to a decline in telephone user tax revenue.

Parking Tax Revenue

Parking tax receipts are expected to increase by \$6.7 million or 10.3 percent compared to the Fiscal Year 2010-11 budgeted level of \$65.3 million. The increase is due to the Fiscal Year 2010-11 annualization of parking rate increases that went into effect in April 2010, increased business activity and employment in Fiscal Year 2011-12, and a projected expansion in the tax base effective January 1, 2012 with the collection of parking tax from universities and colleges in the City.

Real Property Transfer Tax Revenue

Real property transfer tax revenue is budgeted at \$118.8 million, which is \$47.9 million or 67.5 percent above the Fiscal Year 2010-11 budget of \$70.9 million. Commercial transactions increased significantly during Fiscal Year 2010-11, and revenues improved at an even faster pace due to the effect of Proposition N (passed in November 2010), which increased the tax rate on transactions valued at or above \$5.0 million. The total value of properties changing ownership is projected to remain steady in Fiscal Year 2011-12. Considering the highly volatile nature of this revenue source, the Controller monitors collection rates throughout the fiscal year and provides updates to the Mayor and Board of Supervisors.

Federal Revenue

Federal grants and subventions are projected to decrease by \$28.3 million (12.0 percent) to \$208.3 million in Fiscal Year 2011-12 due to the loss of \$30.4 million in federal stimulus funding that temporarily increased the Federal government's contribution for certain county health and human services expenditures. This decrease is partially offset by increases for administrative support for programs at the Human Services Agency.

State Revenue

State grants and subventions are projected to increase by \$35.2 million (8.1 percent) to \$470.1 million in Fiscal Year 2011-12. Statewide sales tax revenues are projected to continue the recovery that began in Fiscal Year 2010-11. The Fiscal Year 2011-12 budget assumes increases in Health and Welfare Realignment sales tax subventions of \$7.1 million (7.6 percent) and Proposition 172 Public Safety Sales Tax allocations of \$5.3 million (8.2 percent) compared to the Fiscal Year 2010-11 budget, offset by a projected \$1.6 million decline in allocations of statewide Vehicle License Fee (VLF) collections. The remaining increase is largely due to increased Medi-Cal and child care funding. The proposed budget assumes unspecified losses in state subventions of \$15 million due to the State's budget shortfall, which is \$15 million less than the level of cuts assumed in the Fiscal Year 2010-11 budget. This estimate will be revised when more information is known about the final state budget package.

Charges for Services

Charges for services are projected to grow by \$7.9 million (5.4 percent) compared to the prior year budget, due primarily to increased net patient revenue at the Department of Public Health and increased fee recoveries at the Planning, Fire, Police and Recreation and Park departments.

OPERATING TRANSFERS IN

Transfers in to the General Fund are projected to increase \$43.0 million (37.7 percent) from the prior year adopted budget. The largest part of this increase is from the San Francisco General Hospital Fund due to an intergovernmental transfer to provide a requisite match to draw down federal revenues associated with Medi-Cal.

A large portion of the increase over last year is related to changes in the Medi-Cal Waiver. In addition, the General Fund receives an annual service payment of 15 percent from San Francisco International Airport concession revenues. The airport concession funding is projected to be \$1.8 million (6.4 percent) more than the Fiscal Year 2010-11 budgeted amount as airport traffic continues to increase.

GENERAL FUND SOURCES

Sources of Funds	Fiscal Year 2010-11	Fiscal Year 2011-12	Year over Year	Year over Year
	Budget	Proposed	\$ Change	% Change
Property Taxes	984,843,389	1,028,417,389	43,574,000	4%
Other Local Taxes	528,469,934	599,020,357	70,550,423	13%
Intergovernmental - State	434,927,097	470,123,461	35,196,364	8%
Business Taxes	342,350,000	389,878,000	47,528,000	14%
Intergovernmental - Federal	236,610,029	208,293,349	(28,316,680)	-12%
Charges for Services	145,740,807	153,674,017	7,933,210	5%
Licenses, Permits & Franchises	23,242,394	24,336,608	1,094,214	5%
Rents & Concessions	22,346,221	22,894,632	548,411	2%
Other Revenues	20,524,080	18,253,717	(2,270,363)	-11%
Interest & Investment Income	9,539,586	6,050,469	(3,489,117)	-37%
Fines and Forfeitures	3,794,036	5,585,036	1,791,000	47%
Other Financing Sources	785,000	588,500	(196,500)	-25%
Regular Revenues	2,753,172,573	2,927,115,535	173,942,962	6%
Transfers, Net	114,157,189	157,145,894	42,988,705	38%
Prior Year Fund Balance	79,918,951	153,351,440	73,432,489	92%
Prior Year Reserves	19,633,338	12,752,069	(6,881,269)	-35%
Total Sources	2,966,882,051	3,250,364,938	283,482,887	10%

EXPENDITURE TRENDS

PERSONNEL EXPENSES

The Proposed Budget includes an increase in total labor costs of \$143.6 million (4.2 percent) for all funds and \$79.7 million (5.0 percent) for the General Fund. This increase is associated with increasing costs for employee health and pension benefits and a proposed increase in the number of funded positions.

The main components of these changes are as follows:

- Total employee salary and wage costs are \$2.4 billion, up \$50.4 million or 2.1 percent from the prior year. General Fund salary and wage costs are \$1.2 billion, up \$30.2 million or 2.6 percent from the prior year. These increases are due to a proposed increase in the number of funded positions primarily related to the implementation of federal health care reform at the Department of Public Health, the opening of Terminal 2 at San Francisco International Airport, and ongoing infrastructure projects at the Public Utilities Commission. Offsetting this increase is an assumption that raises for certain city employees scheduled to take effect in Fiscal Year 2011-12 will be cancelled or deferred. Such a change would require renegotiation of several closed labor agreements and ratification by the impacted employee organizations.
- Total employee benefit costs are \$1.1 billion in Fiscal Year 2011-12, up \$93.2 million or 9.4 percent from the prior year. General Fund benefit costs are \$480.9 million in Fiscal Year 2011-12, up \$49.5 million or 11.5 percent from the prior year.
- General Fund health and dental benefit costs are projected to increase by \$12.3 million or 5.9 percent, including a \$6.9 million increase for current employees and a \$5.4 million increase for retired employees relative to Fiscal Year 2010-11.
- Total employer contributions into the San Francisco Employees' Retirement System (SFERS) and California Public Employees' Retirement System (CalPERS) are \$397.9 million in Fiscal Year 2011-12, an increase of \$103.7 million (35.2 percent) from the Fiscal Year 2010-11 budget. General Fund employer contributions into SFERS and CalPERS are increasing by \$50.6 million (34.7 percent) from a budgeted level of \$146.0 million in Fiscal Year 2010-11 to \$196.5 million in Fiscal Year 2011-12. These increases are due to an increase in the employer contribution rate for both SFERS and CalPERS as well as the proposed increase in funded positions described above. As previously mentioned, the proposed budget does not assume savings from the pension reform initiative introduced in May of 2011, which will result in significant savings beginning in Fiscal Year 2012-13.

NON-PERSONNEL EXPENSES

General Fund non-personnel expenses, including professional services, materials and supplies, aid assistance, grants, capital projects and equipment, will increase by \$102.4 million (10.7 percent) to \$1.1 billion in Fiscal Year 2011-12.

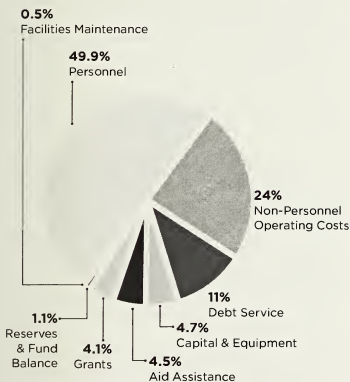
The main components of this increase are as follows:

- Non-personnel operating costs, including professional services, materials and supplies and other current expenses, are increasing by \$58.2 million (11.2 percent) in the General Fund primarily due to expenses at the Department of Public Health associated with federal health care reform and changes to the Medi-Cal waiver. Other significant increases are associated with debt service payments in the Sheriff's Department, an increase in the number of scheduled elections, and funding for eMerge, the City's new payroll and human resources information system, which will be fully operational in Fiscal Year 2011-12.
- Aid assistance in the Human Services Agency is increasing by \$12.8 million (4.3 percent) due to new state mandates for foster care and adoption programs as well as growing caseloads in employment programs for low-income residents such as CalWORKS, the State's temporary assistance and employment program for families with minor children. Of this growth, approximately 40 percent is supported by additional state and federal revenues.
- General Fund grants are budgeted at \$148.1 million, down \$2.2 million (1.5 percent) from Fiscal Year 2010-11, primarily due to targeted reductions at the Human Services Agency and the Department of Children, Youth, and Their Families.
- Capital and equipment expenses in the General Fund are \$52.6 million, an increase of \$26.6 million (102.5 percent) from the Fiscal Year 2010-11 budget. This increase primarily reflects funding for the America's Cup and three projects critical to the replacement of the Hall of Justice: the relocation of the Office of the Chief Medical Examiner, the Police Department's Forensic Services Division and County Jails 3 and 4.

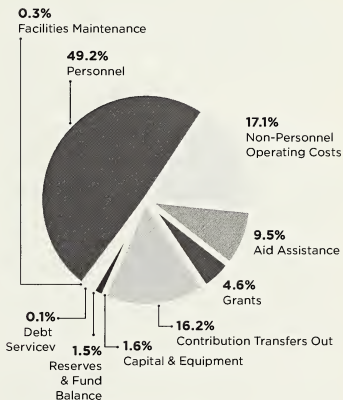
CONTRIBUTION TRANSFERS OUT

Contribution Transfers Out of the General Fund are budgeted at \$525.6 million in Fiscal Year 2011-12, an increase of \$102.1 million (24.1 percent) from Fiscal Year 2010-11, primarily related to an increase in the General Fund subsidy for the San Francisco General and Laguna Honda Hospital Funds as well as increasing baseline funded requirements for the Municipal Transportation Agency, the Public Library, and the Public Education Enrichment Fund.

Uses of Funds - All Funds



Uses of Funds - General Fund



SPENDING MANDATES AND DISCRETIONARY SOURCES

In Fiscal Year 2011-12, the General Fund will represent 47.6 percent of the City's total budget. General Fund discretionary spending capacity; however, is expected to be less than 20 percent of the City's total budget due to voter-approved minimum spending requirements. San Francisco voters have passed ballot measures that require minimum spending levels for certain operations, including the Children's Baseline, the Public Library Baseline, the

Public Transportation Baseline, the City Services Auditor operations, the Municipal Symphony Baseline, and the Human Services Care Fund, as well as Police and Fire Department minimum staffing requirements. Final calculations of the General Fund discretionary spending capacity will be available in mid-June prior to adoption of a final budget.

LONG-TERM FINANCIAL PLANNING PROCESS

The Constitution of the State of California requires all cities to adopt a balanced budget wherein revenues must match expenditures. In order to do so, the City must be able to project expected revenues and expenditures in future years. Long-term financial planning involves making revenue and cost projections to inform the City's budget process. Adding to the complexity of financial planning, the San Francisco City Charter and state law in many cases restrict how revenue may be generated and often specify how the City must spend available funds. Although the City's budget is formally developed between February and June of each year, the City's financial planning is a year-round process.

The following sections provide some detail on the various projections, policies, and plans that inform and enable the City's annual budget process.

OPERATING REVENUE AND EXPENDITURE PROJECTIONS

The Controller's Office, the Mayor's Office and the Board of Supervisors are generally responsible for leading long-term financial planning for the City. In addition to the biennial Five Year Financial Plan discussed below, three annual reports are published over the course of the Fiscal Year, which become the basis for developing the City's budget. These include the following:

THE CONTROLLER'S SIX-MONTH BUDGET STATUS REPORT, published in early February, projects the year-end status of the City's General Fund and key special revenue and enterprise funds based on financial activity from July through December. Issues identified within this report can then be incorporated into mid-year budgetary adjustments as necessary.

THE THREE YEAR BUDGET PROJECTION ("JOINT REPORT"), published in late March by the Controller's Office, the Mayor's Office of Public Policy and Finance, and the Board of Supervisor's Budget and Legislative Analyst Office, reports on projected citywide revenues and expenditures for the next three fiscal years. First required by voters in 1994, this analysis captures significant one-time budgetary items in addition to forecasting revenue and expenditure trends into the future.

THE CONTROLLER'S NINE-MONTH BUDGET STATUS REPORT, published in early May, reports financial activity from July through March and includes

the projected year-end status of the City's General Fund as well as key special revenue and enterprise funds. A comprehensive review of revenue and spending to date and discussions with financial officers at major City departments drive the report's year-end projections.

These reports are used by the Mayor's Office in preparing a balanced budget to propose to the Board of Supervisors each year, and for developing multi-year budget projections. The reports provide information on the resources available for the City's programs and provide projections on city costs moving forward. The independent auditors who certify the City's annual financial statements and the national bond rating agencies provide additional external oversight to the City's financial matters.

TWO-YEAR BUDGETING

On November 3, 2009, voters approved Proposition A amending the Charter to make changes to the City's budget and financial processes intended to stabilize spending by requiring multi-year budgeting and financial planning.

Proposition A requires a two-year (biennial) budget, replacing the current annual budget. In Fiscal Year 2010–11, the City adopted two-year budgets for the following four pilot departments: the Airport, the Port, the Public Utilities Commission, and Municipal Transportation Agency (MTA). All remaining departments will transition to a two-year budget beginning in Fiscal Year 2012–13.

FIVE-YEAR FINANCIAL PLANNING

Proposition A also requires the City to adopt a Five-Year Financial Plan that forecasts expenditures and revenues during the five-year period, proposes actions to balance revenues and expenditures during each year of the plan, and discusses strategic goals and corresponding resources for city departments.

In May 2011, the Mayor proposed the City's first Five-Year Financial Plan for Fiscal Years 2011–12 through 2015–16. This plan projects that despite growing revenues, the cost of city services will steadily outpace revenue growth over the next five years. If the City does not take corrective action, the gap between General Fund revenues and expenditures will rise from \$283 million in Fiscal Year 2011–12 to approximately \$829 million in Fiscal Year 2015–16. The primary driver of this growing imbalance is employee wage, benefit, and pension costs, which are

projected to grow by \$648 million, or 32 percent, over the next five years.

To address this structural imbalance and promote fiscal stability, the Five Year Financial Plan proposes a number of strategies, including controlling employee wage and benefit costs, raising additional revenue, adjusting revenue baseline requirements and allocations, and limiting non-personnel cost inflation. The Plan also recommends phasing out the use of one-time solutions to balance the budget and instead using these measures to fund reserves and one-time expenditures such as capital projects. If the City takes proactive action in implementing these strategies, it can minimize the impact on departmental services and operations and be better prepared for future economic downturns.

In addition to these citywide General Fund projections, the Five Year Financial Plan also includes more detailed discussion of major budgetary and programmatic issues facing many of the City's largest departments, as well as a summary of the City's Ten Year Capital Plan and Information and Communications Technology (ICT) Plan.

NEW FINANCIAL POLICIES AND ENHANCED RESERVES

Finally, Proposition A charges the Controller's Office with proposing to the Mayor and Board of Supervisors financial policies addressing reserves, use of volatile revenues, debt, and financial measures in the case of disaster recovery and requires the City to adopt budgets consistent with these policies once approved.

In May of 2010, new legislation was adopted to 1) codify the City's practice of maintaining an annual General Reserve for fiscal pressures not anticipated in the budget and roughly double the size of the reserve by Fiscal Year 2015–16, and 2) create a new Budget Stabilization Reserve funded by excess receipts from volatile revenue streams to augment the existing Rainy Day Reserve to help the City mitigate the impact of multi-year downturns.

TEN-YEAR CAPITAL EXPENDITURE PROJECTIONS

Simultaneous to the revenue and expenditure projection process, the City also engages in a long-term capital planning process for the infrastructure and facilities needs of the City. Managed under the City Administrator, the City each year completes a comprehensive assessment of the near-term and long-term capital needs on a building-by-building, asset-by-asset basis. The resulting Ten-Year Capital Plan is a tool to inform policymakers as they make funding decisions for city capital projects. The plan prioritizes projects, establishes timelines for major investments needed to maintain the City's infrastructure, highlights opportunities to combine similar capital projects to generate cost savings, and identifies funding sources.

Once passed by the Board of Supervisors and the Mayor, the Capital Plan serves as a central tool in the development of the City's budget. The plan also presents an opportunity for city departments to coordinate investments and share information about the impact to operating costs that may result from new capital projects.

Funding for capital improvements is appropriated on an annual basis through the City's budget process. While the creation of a Ten-Year Capital Plan does not change the basic appropriation and funding mechanisms for capital improvements, the priorities in the capital improvement budget reflect the policies and objectives identified in the plan.

Capital Planning Committee

The legislation requiring the development of the Ten-Year Capital Plan also created the Capital Planning Committee (CPC) composed of elected officials and key department heads. The purpose of the CPC is to establish prioritization and assessment criteria to assist the City Administrator with the development of the Capital Plan; annually review the City Administrator's proposed Capital Plan prior to its submission to the Mayor and Board of Supervisors; and review the annual budget and any proposed use of long-term debt—including General Obligation bonds—to ensure compliance with the plan. The CPC also provides an opportunity for interdepartmental discussion about the impact of capital investments on City operating costs and service delivery.

Under the direction of the City Administrator, Capital planning staff annually assesses facility conditions for repair and renewal needs; makes renewal cost projections; and evaluates costs of proposed enhancement projects within the horizon of the Ten-Year Capital Plan. Using criteria designated by the CPC, staff reviews available funding resources and prepares and updates the Ten-Year Capital Plan. Once these recommendations have been integrated into the final draft of the plan, it is presented to the Mayor and Board of Supervisors for approval. Highlights of the Fiscal Year 2012–21 Capital Plan and its effects on the City's operating budget are included in the back of this book.

ANNUAL FINANCIAL PLANNING AND BUDGET PROCESS

BUDGETING METHOD

Mission-driven budgeting, as described by the City Charter, requires department budget requests to include goals, programs, targeted clients and strategic plans. The requested budget must tie program-funding proposals directly to specific goals. In addition, legislation passed by the Board of Supervisors requires establishing performance standards to increase accountability. The City and County of San Francisco operates under a budget that balances all operating expenditures with available revenue sources and prior year fund balance.

Governmental financial information statements are reported using the modified accrual basis of accounting. Revenues are recognized when they are measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recorded when a liability is incurred as under accrual accounting. However, debt service expenditures as well as expenditures related to vacation, sick leave and claims and judgments are recorded only when payment is due.

The City adopts annual budgets for all government funds on a substantially modified accrual basis of accounting except for capital project funds and certain debt service funds that generally adopt project-length budgets. The budget of the City is a detailed operating plan that identifies estimated costs and results in relation to estimated revenues. The budget includes (1) the programs, projects, services, and activities to be provided during the Fiscal Year; (2) the estimated resources (inflows) available for appropriation; and (3) the estimated changes to appropriations. The budget represents a process through which policy decisions are deliberated, implemented and controlled. The City Charter prohibits expending funds for which there is no legal appropriation.

TWO-YEAR BUDGET CYCLE

As mentioned above, in November of 2009, voters passed Proposition A, which amended the City Charter to require the City to transition to a two-year budget cycle for all departments by Fiscal Year 2012–13. In Fiscal Year 2010–11, the City adopted two-year budgets covering Fiscal Year 2010–11 and Fiscal Year 2011–12 for four early-implementation departments: the Airport, the Municipal Transportation Agency (MTA), the Public Utilities

Commission (PUC), and the Port Commission. The two-year budgets are developed, approved, and implemented pursuant to the same process as the annual budgets described below.

KEY PARTICIPANTS

- Citizens provide direction for and commentary on budget priorities throughout the annual budget process. Input from citizens at community town hall meetings, stakeholder working groups convened by the Mayor's Office of Public Policy and Finance, public budget hearings and communication with elected officials are all carefully considered in formulating the Mayor's proposed budget.
- City departments prioritize needs and present balanced budgets for review and analysis by the Mayor's Office of Public Policy and Finance.
- The Capital Planning Committee (CPC) and Committee on Information Technology (COIT) provide recommendations to the Mayor's Office on citywide priorities for capital and IT investments, and recommend the level of investment needed to meet the priorities they identify.
- The Mayor, with the assistance of the Mayor's Office of Public Policy and Finance, prepares and submits a balanced budget to the Board of Supervisors on an annual basis. The Mayor's Office of Public Policy and Finance also conducts multi-year budget projections for the purposes of long-term budget planning.
- The Board of Supervisors is the City's legislative body and is responsible for amending and approving the Mayor's proposed budget. The Board's Budget and Legislative Analyst also participates in reviews of City spending and financial projections and makes recommendations to the Board on budget modifications.
- The Controller is the City's Chief Financial Officer and is responsible for projecting available revenue to fund City operations and investments in both the near- and long-term. In addition, the City Services Auditor Division of the Controller's Office is responsible for working with departments to develop, improve and evaluate their performance standards.

CALENDAR AND PROCESS

Beginning in September and concluding in July, the annual budget cycle can be divided into three major stages (see calendar at the end of this section):

- Budget Preparation: budget development and submission to the Board of Supervisors.
- Approval: budget review and enactment by the Board of Supervisors and budget signing by the Mayor.
- Implementation: department execution and budget adjustments.

BUDGET PREPARATION

The budget process begins in September and includes the Controller's Office and Mayor's Office preliminary projection of Enterprise and General Fund revenues for the budget year. Also at this time, many departments begin budget planning to allow adequate input from oversight commissions and the public. In December, budget instructions are issued by the Mayor's Office and the Controller's Office with detailed guidance on the preparation of department budget requests. The instructions contain a financial outlook, policy goals and guidelines as well as technical instructions.

Three categories of budgets are prepared:

- General Fund Department Budgets: General Fund departments rely in whole or in part on discretionary revenue comprised primarily of local taxes such as property, sales, payroll and other taxes. The Mayor introduces the proposed General Fund budget to the Board of Supervisors on June 1.
- Enterprise Department Budgets: Enterprise departments generate non-discretionary revenue primarily from charges for services that are used to support operations. The Mayor introduces the proposed Enterprise budgets to the Board of Supervisors on May 1.
- Capital Budgets: Capital budget requests are submitted to the Capital Planning Committee (CPC) for review and inclusion in the City's annual 10-Year Capital Plan. The annual Capital Budget is brought before the Board of Supervisors and Mayor for approval concurrently with the General Fund and Enterprise Department budgets.

Between December and early February, departments prepare their budget requests, which are submitted to the Controller by mid-February. The Controller consolidates, verifies and refines all the information that departments have submitted. In the first week of March, the Controller submits departments' proposed budget requests to the Mayor's Office of Public Policy and Finance for review.

From March through June, the Mayor and the Mayor's Office of Public Policy and Finance analyze each budget proposal, examining policy and service implications in order to meet citywide needs and reflect the Mayor's goals

and priorities for the upcoming year. Concurrently, the Controller's Office certifies all revenue estimates.

From February through May, the Mayor and the Mayor's staff meet with community groups to provide budget updates and to hear concerns and requests for funding to improve public services. Total budget requests must be brought into balance with estimated total revenues which requires the Mayor's Office of Public Policy and Finance to prioritize funding requests that typically exceed projected available revenues. Before the Mayor's proposed budget is introduced to the Board of Supervisors, the Controller ensures that the finalized budget is balanced and accurate.

APPROVAL

Upon receiving the Mayor's proposed Enterprise Department and General Fund Department budgets, the Budget and Finance Committee of the Board of Supervisors holds public hearings during the months of May and June to review departmental requests and solicit public input. The Budget and Finance Committee makes recommendations to the full Board for budget approval along with their proposed changes. Since budget review lapses into the new fiscal year, a continuing resolution, the Interim Budget—usually the Mayor's proposed budget—is passed by the Board and serves as the operating budget until the budget is finalized in late July. The Mayor typically signs the budget ordinance into law by mid-August.

The Budget and Finance Committee works closely with the Board of Supervisor's Budget and Legislative Analyst, which develops recommendations on departmental budgets. Based on departmental discussions that center on justifications for proposed expenses and comparison with prior year spending, the Board's Budget Analyst forwards a report with recommended reductions. The Budget and Finance Committee reviews the Budget Analyst's recommended expenditure reductions, along with department and public input, before making final budget recommendations to the full Board of Supervisors.

Because the budget must be balanced, expenditure reductions that are made to General Fund departments represent unallocated monies that the Board of Supervisors can apply to new public services or to offset proposed budget cuts. The Board of Supervisors generates a list of budget policy priorities that the Budget and Finance Committee uses to guide funding decisions on the unallocated pool of money. The Budget Committee then votes to approve the amended budget and forwards it to the full Board by July 15th.

As the City Charter requires, the Board of Supervisors must vote on the budget twice between July 15 and August 1. At the first reading, which occurs the first Tuesday after July 15, amendments may be proposed and, if passed by a simple majority, added to the budget. These amendments may be proposed by any member of the Board of

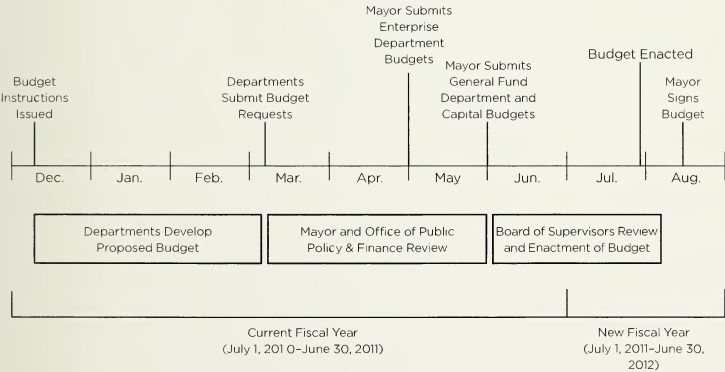
Supervisors and can reflect further public input and/or Board policy priorities. At the second reading, the Board votes on the amended budget again and if passed, the budget will be forwarded to the Mayor for final signature. If additional amendments are proposed during the second reading, the budget must go through a new second reading a week later. Final passage by the Board must occur before the August 1 deadline.

The Mayor has ten days to approve the final budget, now called the Annual Appropriation Ordinance. The Mayor may sign the budget as approved by the Board, making it effective immediately. The Mayor may also veto any portion of the budget, whereupon it returns to the Board of Supervisors. The Board has ten days to override any or all of the Mayor's vetoes with a two-thirds majority vote. In this case, upon the Board vote, the budget is immediately enacted, thus completing the budget process for the Fiscal Year. Should the Mayor opt not to sign the budget within the ten-day period, the budget is automatically enacted but without the Mayor's signature of approval. Once the Annual Appropriation Ordinance is passed, it supersedes the Interim Budget.

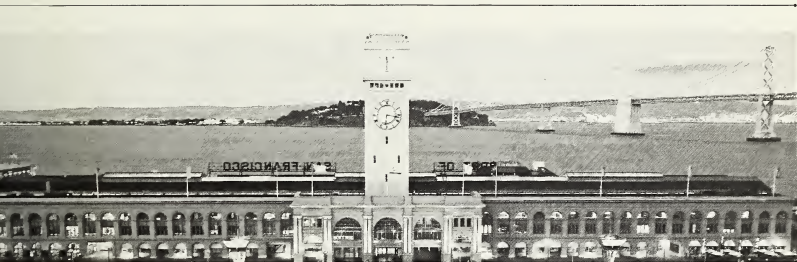
IMPLEMENTATION

Responsibility for execution of the budget rests largely with departments. The Mayor's Office and Controller monitor department spending throughout the year and take measures to mitigate overspending or revenue shortfalls. Both offices, as well as the Board of Supervisors, also evaluate departments' achievement of performance measures on a periodic basis.

Budget adjustments during the fiscal year take place in two ways: through supplemental appropriation requests and grants appropriation legislation. Supplemental appropriation requests are made when a department finds that it has inadequate revenue to carry it through to the end of the year. Grant appropriations occur when an outside entity awards funding to a department. Both supplemental and grant appropriation requests require Board of Supervisors approval before going to the Mayor for final signature.



BUDGET SUMMARY TABLES



SOURCES AND USES OF FUNDS EXCLUDING FUND TRANSFERS

Category of Sources or Use	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Sources of Funds					
Local Taxes	2,273,576,901	2,212,754,001	2,371,738,494	158,984,493	7%
Licenses & Fines	157,888,762	164,355,068	168,350,365	3,995,297	2%
Use of Money or Property	426,306,879	449,539,200	451,038,658	1,499,458	0%
Intergovernmental Revenue - Federal	403,837,723	431,116,936	385,062,983	(46,053,953)	(11%)
Intergovernmental Revenue - State	641,746,283	635,346,005	633,493,820	(1,852,185)	0%
Intergovernmental Revenue - Other	72,538,927	94,652,702	77,930,387	(16,722,315)	(18%)
Charges for Services	1,985,705,177	2,202,098,528	2,313,166,442	111,067,914	5%
Other Revenues	201,295,422	226,718,271	234,893,526	8,175,255	4%
Transfer Adjustments-Sources	776,407	(65,095,173)	(67,684,804)	(2,589,631)	4%
Use of / (Deposit to) Fund Balance	(72,565,830)	211,172,805	260,715,961	49,543,156	23%
Sources of Funds Subtotals	6,091,106,651	6,562,658,343	6,828,705,831	266,047,488	4%
Uses of Funds					
Salaries & Wages	2,461,333,610	2,389,639,221	2,440,073,505	50,434,284	2%
Fringe Benefits	868,851,267	993,187,650	1,086,340,201	93,152,551	9%
Overhead	125,086,092	119,886,240	127,553,890	7,667,650	6%
Professional & Contractual Services	1,155,363,199	1,378,194,490	1,494,543,408	116,348,918	8%
Aid Assistance / Grants	593,907,472	572,953,177	592,480,661	19,527,484	3%
Materials & Supplies	235,280,476	257,271,902	267,316,422	10,044,520	4%
Equipment	33,183,043	43,094,246	36,612,842	(6,481,404)	(15%)
Debt Service	504,650,642	733,492,071	760,290,470	26,798,399	4%
Services of Other Departments	598,086,761	603,200,580	624,263,649	21,063,069	3%
Expenditure Recovery	(809,586,547)	(885,125,776)	(911,957,594)	(26,831,818)	3%
Budgetary Reserves	0	69,637,573	76,037,120	6,399,547	9%
Transfer Adjustments-Uses	776,407	(65,095,173)	(67,684,804)	(2,589,631)	4%
Facilities Maintenance	10,666,079	35,632,238	36,431,557	799,319	2%
Capital Renewal	271,777	146,261,017	130,406,785	(15,854,232)	(11%)
Capital Projects	313,236,373	170,428,888	135,997,719	(34,431,169)	(20%)
Uses of Funds Subtotals	6,091,106,651	6,562,658,343	6,828,705,831	266,047,488	4%

Note: FY 2009-10 Actuals reflect levels of annually budgeted activity. Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories. The City's Comprehensive Annual Financial Report reflects the audited actual total spending including both annually budgeted and non-annually budgeted capital project spending.

SOURCES BY CATEGORY AND OBJECT

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Local Taxes					
101 PROPERTY TAXES-CURRENT YEAR	1,087,667,439	862,457,000	889,535,000	27,078,000	3%
102 PROPERTY TAXES-PRIOR YEAR	(3,162,117)	447,000	440,000	(7,000)	(2%)
103 SUPPLEMENTAL-CURRENT	3,931,027	6,279,000	6,332,000	53,000	1%
104 SUPPLEMENTAL-PRIOR	42,987,542	7,510,000	13,457,000	5,947,000	79%
109 OTHER PROPERTY TAXES	216,072,616	413,305,867	421,305,937	8,000,070	2%
111 PAYROLL TAX	346,104,552	335,311,000	382,259,000	46,948,000	14%
113 REGISTRATION TAX	7,915,024	7,939,000	8,354,000	415,000	5%
121 SALES & USE TAX	96,604,690	98,029,000	103,463,000	5,434,000	6%
122 HOTEL ROOM TAX	186,848,873	208,257,134	216,767,557	8,510,423	4%
123 UTILITY USERS TAX	94,536,898	97,476,000	95,590,000	(1,886,000)	(2%)
124 PARKING TAX	66,489,324	65,256,000	71,973,000	6,717,000	10%
125 PROPERTY TRANSFER TAX	83,694,430	70,939,000	118,824,000	47,885,000	68%
129 OTHER LOCAL TAXES	43,886,603	39,548,000	43,438,000	3,890,000	10%
Local Taxes Subtotals	2,273,576,901	2,212,754,001	2,371,738,494	158,984,493	7%
Licenses & Fines					
201 BUSINESS HEALTH LICENSES	6,926,447	6,692,394	6,626,508	(65,886)	(1%)
202 OTHER BUSINESS/PROFESSIONAL LICENSES	3,107,476	13,980,659	14,080,659	100,000	1%
203 ROAD PRIVILEGES & PERMITS	9,099,664	7,557,760	10,915,860	3,358,100	44%
206 FRANCHISES	16,878,304	16,342,188	17,976,703	1,634,515	10%
207 ETHICS FEES	40,465	23,000	45,000	22,000	96%
209 OTHER LICENSES & PERMITS	7,677,785	7,206,090	7,669,601	463,511	6%
251 TRAFFIC FINES	96,991,546	110,157,221	107,210,750	(2,946,471)	(3%)
252 COURT FINES-NON TRAFFIC	8,429	98,725	84,000	(14,725)	(15%)
253 OTHER NON-COURT FINES	1,933,921	325,995	1,830,248	1,504,253	—
255 ETHICS FINES	81,690	54,000	54,000	0	—
259 OTHER FORFEITURES & PENALTIES	15,143,035	1,917,036	1,857,036	(60,000)	(3%)
Licenses & Fines Subtotals	157,888,762	164,355,068	168,350,365	3,995,297	2%

SOURCES BY CATEGORY AND OBJECT

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Use of Money or Property					
301 INTEREST	32,716,290	38,417,314	29,075,714	(9,341,600)	(24%)
302 DIVIDENDS	9,063	0	0	0	—
303 UNREALIZED GAINS (LOSSES) - GASB 31/27	(347,292)	0	0	0	—
304 OTHER INVESTMENT INCOME (GROSS)	680,705	359,500	255,928	(103,572)	(29%)
351 PARKING METER COLLECTIONS	41,177,075	42,343,647	43,331,019	987,372	2%
352 PARKING GARAGE/LOT RENTALS	122,462,945	138,187,075	148,895,322	10,708,247	8%
353 REC & PARK - RENTALS	3,766,057	4,272,500	5,352,093	1,079,593	25%
354 REC & PARK - CONCESSIONS	7,896,266	9,195,844	9,254,654	58,810	1%
355 CULTURAL FACILITIES-RENTALS	1,560,278	1,398,477	1,478,886	80,409	6%
356 CULTURAL FACILITIES-CONCESSIONS	319,025	290,309	307,679	17,370	6%
357 CONV FACILITIES - RENTALS & CONCESSIONS	22,705,446	21,581,497	20,693,558	(887,939)	(4%)
360 PORT-CARGO RENTAL	4,814	0	0	0	—
361 PORT-SHIP REPAIR CONCESSION	871,279	0	0	0	—
362 PORT-HARBOR RENTS	851,471	0	0	0	—
363 PORT-COMMERCIAL/INDUSTRIALRENT/CONCESSION	39,668,912	40,714,000	38,081,000	(2,633,000)	(6%)
365 PORT-CRUISE RENTS	180,029	0	0	0	—
366 PORT-FISHING RENT	1,927,798	0	0	0	—
367 PORT-OTHER MARINE RENTS/CONCESSIONS	1,034,826	0	0	0	—
372 SFIA-PASSENGER TERMINALS RENTALS	4,501,421	4,556,847	4,988,000	431,153	9%
373 SFIA-PAVED & UNIMPROVED-NONAIRLINE RENTA	15,331,774	15,082,000	15,094,000	12,000	0%
374 SFIA-ADVERTISING; TEL & OTHERS	18,900,710	17,572,113	17,851,000	278,887	2%
375 SFIA-NEWS; TOBACCO & GIFTS	37,575,084	37,837,237	38,455,000	617,763	2%
376 SFIA-AUTO RENTALS	33,337,460	33,781,522	37,723,000	3,941,478	12%
377 SFIA-RESTAURANT & ALLIED SVCS	12,054,021	11,907,470	13,100,000	1,192,530	10%
379 SFIA-OTHER GROUND TRANSPORTATION	9,947,805	10,836,000	10,234,000	(602,000)	(6%)
381 SFIA-CNG SERVICES	76,302	77,000	78,000	1,000	1%
391 5FWD-OTHERS	167,925	0	0	0	—
398 OTHER CITY PROPERTY RENTALS	16,921,288	21,128,848	16,789,805	(4,339,043)	(21%)
399 OTHER CONCESSIONS	8,102	0	0	0	—
Use of Money or Property Subtotals	426,306,879	449,539,200	451,038,658	1,499,458	0%
Intergovernmental Revenue - Federal					
401 FEDERAL-PUBLIC ASSISTANCE ADMIN	119,161,260	138,943,057	135,266,013	(3,677,044)	(3%)
402 FEDERAL-PUBLIC ASSISTANCE PROGRAMS	70,099,068	74,499,626	79,962,662	5,463,036	7%
411 FEDERAL-TRANSP/TRANSIT-OPERATING ASSIS	3,959,075	3,921,868	3,721,868	(200,000)	(5%)
440 FEDERAL HOMELAND SECURITY	1,316,336	0	800,000	800,000	—
445 FEDERAL-AM RECOVERY & REINVESTMENT ACT	82,452,680	48,927,729	20,734,996	(28,192,733)	(58%)
449 FEDERAL-OTHER	126,849,304	164,824,656	144,577,444	(20,247,212)	(12%)
Intergovernmental Revenue - Federal Subtotals	403,837,723	431,116,936	385,062,983	(46,053,953)	(11%)

SOURCES BY CATEGORY AND OBJECT

Object		2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Intergovernmental Revenue - State						
451	STATE-PUBLIC ASSISTANCE ADMIN	60,559,464	50,698,009	60,053,338	9,355,329	18%
452	STATE-PUBLIC ASSISTANCE PORGRAMS	52,200,635	55,657,190	58,275,314	2,618,124	5%
453	STATE-HEALTH ADMINISTRATION	31,955,651	31,419,752	28,360,611	(3,059,141)	(10%)
454	STATE-HEALTH PROGRAMS	139,546,523	174,749,765	175,049,535	299,770	0%
455	STATE-HEALTH & WELFARE SALES TAX	111,262,681	109,170,500	117,449,000	8,278,500	8%
456	STATE-HEALTH & WELFARE VEH LICENSE FEES	77,974,501	79,221,800	76,353,000	(2,868,800)	(4%)
461	STATE-MOTOR VEHICLE IN-LIEU TAX	2,338,963	1,711,000	1,711,000	0	--
462	STATE-HIGHWAY USERS TAX	13,229,314	12,254,997	26,262,997	14,008,000	--
470	STATE-AGRICULTURE	552,294	650,494	650,494	0	--
471	STATE-TRANSPORT/TRANSIT-OPERATING ASSIST	27,767,180	25,181,889	25,281,889	100,000	0%
481	STATE - HOMEOWNERS' PROPERTY TAX RELIEF	5,080,308	5,101,000	5,101,000	0	--
483	STATE - PROP 172 PUBLIC SAFETY FUNDS	65,766,558	63,834,000	69,089,000	5,255,000	8%
489	STATE - OTHER	53,512,211	25,695,609	(10,143,358)	(35,838,967)	--
Intergovernmental Revenue - State Subtotals		641,746,283	635,346,005	633,493,820	(1,852,185)	0%
Intergovernmental Revenue - Other						
491	OTHER-TRANSPORT/TRANSIT-OPERING ASSIST	69,588,319	85,052,702	76,030,387	(9,022,315)	(11%)
492	OTHER-TRANSPORT/TRANSIT-CAPITAL ASSIST	1,613,603	0	0	0	--
499	OTHER - GOVERNMENTAL AGENCIES	1,337,005	9,600,000	1,900,000	(7,700,000)	(80%)
Intergovernmental Revenue - Other Subtotals		72,538,927	94,652,702	77,930,387	(16,722,315)	(18%)
Charges for Services						
601	GENERAL GOVERNMENT SERVICES	58,145,950	63,720,009	66,750,721	3,030,712	5%
605	HUMANE SERVICES	190,270	172,100	172,100	0	--
606	PUBLIC SAFETY SERVICE CHARGES	38,319,709	30,269,485	31,574,166	1,304,681	4%
607	CORRECTION SERVICE CHARGES	3,269,595	3,613,582	3,104,053	(509,529)	(14%)
608	HIGHWAY SERVICE CHARGES	838,097	800,000	800,000	0	--
609	EMERGENCY SERVICE RELATED CHARGES	54,044	417,547	451,527	33,980	8%
611	PLANNING & ENGINEERING SERVICES	40,727,741	40,726,920	44,509,956	3,783,036	9%
625	LIBRARY SERVICES	899,085	709,800	1,000,800	291,000	41%
626	REC & PARK-SERVICE CHARGES	20,777,864	21,822,338	22,396,516	574,178	3%
628	CONCERTS; EXHIBITIONS & PERFORMANCES	3,779,726	4,723,472	4,794,665	71,193	2%
631	SANITATION SERVICE CHARGES	201,219,002	218,940,152	224,147,831	5,207,679	2%
635	PUBLIC HEALTH CHARGES	15,322,425	14,505,122	13,837,578	(667,544)	(5%)
640	PORT-CARGO SERVICES	3,343,923	4,495,000	4,589,000	94,000	2%
641	PORT-SHIP REPAIR SERVICES	0	974,000	975,000	1,000	0%
642	PORT-HARBOR SERVICES	42,250	1,328,000	2,070,000	742,000	56%
645	PORT-CRUISE SERVICES	1,333,135	1,610,000	2,011,000	401,000	25%
646	PORT-FISHING SERVICES	52,143	1,932,000	2,067,000	135,000	7%
647	PORT-OTHER MARINE SERVICES	598,733	1,665,000	1,415,000	(250,000)	(15%)
651	HOSPITAL SERVICE CHARGES	9,055,612	8,945,620	8,950,620	5,000	0%
652	INPATIENT REVENUES	1,238,680,014	1,277,463,175	1,394,268,885	116,805,710	9%
653	OUTPATIENT REVENUES	441,281,194	472,580,722	500,067,707	27,486,985	6%
654	EMERGENCY ROOM REVENUES	152,779,976	0	0	0	--
658	REVENUE DEDUCTIONS	(1,445,966,060)	(1,372,956,621)	(1,488,842,389)	(115,885,768)	8%
659	NET PATIENT REVENUE	126,421,346	119,670,146	121,501,824	1,831,678	2%
660	STATE BILL REVENUES	103,893,737	226,305,566	216,893,566	(9,412,000)	(4%)
661	TRANSIT PASS REVENUE	97,338,463	86,575,320	90,975,320	4,400,000	5%
662	TRANSIT CABLE CAR REVENUE	25,592,748	25,948,459	25,948,459	0	--

SOURCES BY CATEGORY AND OBJECT

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
663 TRANSIT CASH FARES	60,186,223	62,481,325	62,481,325	0	—
664 TRANSIT CHARTER BUS REVENUE	13,602	1,885	1,885	0	—
665 TRANSIT ADVERTISING REVENUE	13,763,869	14,569,603	14,577,603	8,000	0%
666 TRANSIT TOKEN REVENUE	1,592,040	800,000	800,000	0	—
667 TRANSIT PARATRANSIT REVENUE	1,676,543	1,900,000	1,900,000	0	—
669 TRANSIT OTHER OPERATING REVENUE	678,902	221,432	221,432	0	—
671 SFIA-FLIGHT OPERATIONS	166,481,620	193,396,000	203,625,000	10,229,000	5%
672 SFIA-RENTAL AIRLINES	174,397,409	174,572,000	190,552,000	15,980,000	9%
673 SFIA-PAVED & UNIMPROVED-AIRLINES	28,905,266	28,672,000	26,802,000	(1,870,000)	(7%)
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	9,555,936	9,142,000	9,835,000	693,000	8%
675 SFIA-AIRLINE SUPPORT SERVICE	29,628,948	30,354,589	36,186,000	5,831,411	19%
676 SFIA-FUEL: OIL & OTHER SERVICES	12,748,590	12,965,000	13,045,000	80,000	1%
677 SFIA-PARKING AIRLINES	7,100,082	7,146,000	7,400,000	254,000	4%
681 WATER SALES	235,904,815	304,145,613	342,796,112	38,650,499	13%
687 HHETCHY - ELECTRICITY SALES	92,154,092	100,146,879	102,735,776	2,588,897	3%
699 OTHER CHARGES FOR SERVICES	2,158,620	2,243,198	2,393,289	150,091	7%
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	10,767,898	1,241,557	1,383,115	141,558	11%
890 NON-ISF CHARGES FOR SVC TO OTHER AGENCIE	0	1,142,533	0	(1,142,533)	—
Charges for Services Subtotals	1,985,705,177	2,202,098,528	2,313,166,442	111,067,914	5%
Other Revenues					
701 RETIREMENT - CONTRIBUTIONS	(417,087,522)	18,866,321	18,599,612	(266,709)	(1%)
702 PROPOSITION 8 HEALTH CARE	2,855,293	0	6,450,000	6,450,000	—
753 CHN-OTHER OPERATING REVENUE	11,646,029	11,232,911	12,218,524	985,613	9%
754 DEVELOPMENT IMPACT FEES & EXACTIONS	(11,272,982)	0	0	0	—
758 PORT-POWER	14,846	0	0	0	—
759 PORT-OTHER NON OPERATING REVENUE	3,179,256	860,300	1,470,494	610,194	71%
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	12,508,848	5,225,000	0	(5,225,000)	—
762 PROCEEDS FROM SALES OF OTHER CITY PROP	539,360	432,200	432,200	0	—
771 SFIA-COGENERATION FACILITIES	103,115	151,200	153,000	1,800	1%
772 SFIA-ELECTRICITY	16,711,978	19,191,000	20,165,000	974,000	5%
773 SFIA-WATER	5,745,443	6,239,000	6,837,000	598,000	10%
774 SFIA-SECURITY SERVICES	2,865,526	2,906,000	0	(2,906,000)	—
776 SFIA-NATURAL GAS	265,887	262,000	267,000	5,000	2%
779 SFIA-MISCELLANEOUS	8,236,561	8,139,616	8,354,000	214,384	3%
780 WATER-OTHER OPERATING REVENUE	3,056,094	2,000,000	2,000,000	0	—
781 GIFTS & BEQUESTS	3,003,709	1,704,422	13,150,932	11,446,510	—
782 PRIVATE GRANTS	5,188,927	693,105	1,427,206	734,101	—
789 OTHER OPERATING ADJUSTMENTS	6,304,857	1,331,848	1,541,284	209,436	16%
797 CUSTOM WORK&SVC TO OTHER GOV'T AGENCIES	822,318	0	0	0	—
799 OTHER NON-OPERATING REVENUES	464,915,852	57,701,554	55,686,997	(2,014,557)	(3%)
801 PROCEED FROM LONG-TERM DEBTS	27,268,940	88,996,794	85,551,777	(3,445,017)	(4%)
802 LOAN REPAYMENT	91,644	0	0	0	—
803 PROCEED FROM SHORT-TERM DEBTS	43,995,060	0	0	0	—
849 OTHER FINANCING SOURCES	10,336,383	785,000	588,500	(196,500)	(25%)
Other Revenues Subtotals	201,295,422	226,718,271	234,893,526	8,175,255	4%

SOURCES BY CATEGORY AND OBJECT

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Transfers In					
920 "CTI" CONTRIBUTION TRANSFERS IN	413,807,591	323,937,494	420,987,986	97,050,492	30%
930 "OTI" OTHER OPERATING TRANSFERS IN	289,685,365	277,210,127	319,689,261	42,479,134	15%
950 "ITI" INTRAFUND TRANSFERS IN	361,562,924	479,130,808	493,637,870	14,507,062	3%
Transfers In Subtotals	1,065,055,880	1,080,278,429	1,234,315,117	154,036,688	14%
Use of / (Deposit to) Fund Balance					
999 UNAPPROPRIATED FUND BALANCE	(72,565,830)	211,172,805	260,715,961	49,543,156	23%
Use of / (Deposit to) Fund Balance Subtotals	(72,565,830)	211,172,805	260,715,961	49,543,156	23%
Revenue Subtotals	7,155,386,124	7,708,031,945	8,130,705,753	422,673,808	5%
Less Interfund and Intrafund Transfers	(1,064,279,473)	(1,145,373,602)	(1,301,999,921)	(156,626,319)	14%
Net Sources	6,091,106,651	6,562,658,343	6,828,705,831	266,047,488	4%

USES BY CATEGORY AND OBJECT

Object		2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Salaries & Wages						
001	PERMANENT SALARIES-MISC	1,327,989,313	1,365,645,252	1,418,986,446	53,341,194	4%
002	PERMANENT SALARIES-UNIFORM	485,942,401	485,515,573	486,253,033	737,460	0%
003	PERMANENT SALARIES-PLATFORM	149,993,300	146,109,337	132,937,015	(13,172,322)	(9%)
004	PERMANENT SALARIES-NURSES	163,134,136	182,730,593	185,271,895	2,541,302	1%
005	TEMP SALARIES-MISC	85,341,579	35,061,125	36,023,905	962,780	3%
006	TEMP SALARIES-NURSES	22,049,847	5,178,793	5,185,287	6,494	0%
009	PREMIUM PAY	90,818,424	80,434,192	82,053,846	1,619,654	2%
010	ONE-TIME PAYMENTS	26,697,294	5,048,419	5,580,724	532,305	11%
011	OVERTIME	87,144,503	65,278,155	69,076,656	3,798,501	6%
012	HOLIDAY PAY	22,222,813	18,637,782	18,704,698	66,916	0%
Salaries & Wages		2,461,333,610	2,389,639,221	2,440,073,505	50,434,284	2%
Fringe Benefits						
013	RETIREMENT	282,791,794	356,939,094	418,133,433	61,194,339	17%
014	SOCIAL SECURITY	137,604,641	137,926,102	142,269,668	4,343,566	3%
015	HEALTH SERVICE	391,181,911	432,463,992	458,657,676	26,193,684	6%
016	DENTAL COVERAGE	37,304,835	41,167,654	41,560,818	393,164	1%
017	UNEMPLOYMENT INSURANCE	4,292,482	5,974,261	7,320,216	1,345,955	23%
018	PLATFORM TRUST FUND	9,383,000	6,000,000	6,000,000	0	N/A
019	OTHER FRINGE BENEFITS	6,292,604	12,716,547	12,398,390	(318,157)	(3%)
Fringe Benefits		868,851,267	993,187,650	1,086,340,201	93,152,551	9%
Overhead						
020	OVERHEAD	125,086,092	119,886,240	127,553,890	7,667,650	6%
Overhead		125,086,092	119,886,240	127,553,890	7,667,650	6%

USES BY CATEGORY AND OBJECT

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Professional & Contractual Services					
021 TRAVEL	(27,986,394)	2,478,361	2,537,670	59,309	2%
022 TRAINING	6,821,525	9,865,484	8,226,750	(1,638,734)	(17%)
023 EMPLOYEE EXPENSES	1,099,179	730,396	760,827	30,431	4%
024 MEMBERSHIP FEES	3,228,683	2,677,761	3,204,506	526,745	20%
025 ENTERTAINMENT AND PROMOTION	975,456	574,111	556,464	(17,647)	(3%)
026 COURT FEES AND OTHER COMPENSATION	14,316,984	12,107,869	10,825,273	(1,282,596)	(11%)
027 PROFESSIONAL & SPECIALIZED SERVICES	650,094,215	684,819,871	705,060,962	20,241,091	3%
028 MAINTENANCE SVCS-BUILDING & STRUCTURES	37,277,282	32,403,562	35,297,157	2,893,595	9%
029 MAINTENANCE SVCS-EQUIPMENT	42,818,141	50,810,980	57,130,384	6,319,404	12%
030 RENTS & LEASES-BUILDINGS & STRUCTURES	87,895,003	118,382,068	133,729,367	15,347,299	13%
031 RENTS & LEASES-EQUIPMENT	10,111,968	11,530,092	11,341,973	(188,119)	(2%)
032 UTILITIES	17,198,991	16,941,324	18,289,330	1,348,006	8%
033 POWER FOR RESALE	91,032,142	111,379,373	114,851,446	3,472,073	3%
034 SUBSTANCE	102,592	147,500	147,500	0	N/A
035 OTHER CURRENT EXPENSES	82,847,337	154,747,189	204,113,315	49,366,126	32%
051 INSURANCE	68,565,003	65,692,065	65,359,160	(332,905)	(1%)
052 TAXES; LICENSES & PERMITS	73,777,485	72,614,431	73,128,976	514,545	1%
053 JUDGMENTS & CLAIMS	60,676,757	39,951,198	48,333,139	8,381,941	21%
054 OTHER FIXED CHARGES	609,468	464,305	715,893	251,588	54%
055 RETIREMENT TRUST FUND	(8,675,050)	0	0	0	N/A
057 HEALTH SERV FUND-HMO;DENTAL & DISABILITY	428	0	0	0	N/A
057 RETIREMENT TRUST-CONTRIBUTION REFUNDS	8,937,648	0	0	0	N/A
058 HEALTH SERV FUND-OTHER BENEFIT EXPENSES	142,767	0	0	0	N/A
06P PROGRAMMATIC PROJECTS-BUDGET	0	2,656,638	14,897,169	12,240,531	461%
079 ALLOCATED CHARGES	(66,504,411)	(12,780,088)	(13,963,853)	(1,183,765)	9%
Professional & Contractual Services	1,155,363,199	1,378,194,490	1,494,543,408	116,348,918	8%
Aid Assistance / Grants					
036 AID ASSISTANCE	38,341,901	39,199,167	44,392,528	5,193,361	13%
037 AID PAYMENTS	239,306,908	256,637,863	265,015,288	8,377,425	3%
038 CITY GRANT PROGRAMS	306,373,273	276,016,147	282,392,845	6,376,698	2%
039 OTHER SUPPORT & CARE OF PERSONS	9,885,390	1,100,000	680,000	(420,000)	(38%)
Aid Assistance / Grants	593,907,472	572,953,177	592,480,661	19,527,484	3%
Materials & Supplies					
040 MATERIALS & SUPPLIES BUDGET ONLY	91,786	119,585,390	125,667,670	6,082,280	5%
041 INVENTORIES	1,569,362	0	0	0	N/A
042 BUILDING & CONSTRUCTION SUPPLIES	24,755,103	14,395,205	14,707,651	312,446	2%
043 EQUIPMENT MAINTENANCE SUPPLIES	38,220,097	30,779,562	29,589,243	(1,190,319)	(4%)
044 HOSPITAL; CLINICS & LABORATORY SUPPLIES	76,617,787	11,016,861	12,330,127	1,313,266	12%
045 SAFETY	7,418,189	6,939,887	6,637,371	(302,516)	(4%)
046 FOOD	10,455,021	6,628,799	6,706,256	77,457	1%
047 FUELS AND LUBRICANTS	21,820,649	13,788,217	13,782,958	(5,259)	0%
048 WATER SEWAGE TREATMENT SUPPLIES	12,509,198	11,631,387	12,590,474	959,087	8%
049 OTHER MATERIALS & SUPPLIES	41,090,982	41,208,754	43,964,990	2,756,236	7%
04A EQUIPMENT (SK OR LESS-CONTROLLED ASSET)	732,302	1,297,840	1,339,682	41,842	3%
Materials & Supplies	235,280,476	257,271,902	267,316,422	10,044,520	4%

USES BY CATEGORY AND OBJECT

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Equipment					
060 EQUIPMENT PURCHASE	24,200,345	20,526,132	19,225,285	(1,300,847)	(6%)
061 EQUIPMENT LEASE PURCHASE-INITIAL	23,376	0	0	0	N/A
062 EQUIPMENT LEASE/PURCHASE-OPTION RENEWAL	301,725	1,130,421	937,544	(192,877)	(17%)
063 EQUIPT LEASE/PURCHASE-FIN AGCY-INITIAL	72,028	13,689,097	8,857,947	(4,831,150)	(35%)
064 EQPT LEASE/PURCH-CITY FIN AGCY-OPT RENEW	8,479,023	7,748,596	7,572,066	(176,530)	(2%)
065 ANIMAL PURCHASE	47,456	0	20,000	20,000	N/A
068 INTEREST EXPENSE-CAPITALIZED	59,090	0	0	0	N/A
Equipment	33,183,043	43,094,246	36,612,842	(6,481,404)	(15%)
Debt Service					
070 DEBT SERVICE - BUDGET ONLY	9,023,229	24,541,418	8,958,927	(15,582,491)	(63%)
071 DEBT REDEMPTION	249,397,899	378,343,693	271,838,316	(106,505,377)	(28%)
073 DEBT ISSUANCE COST	0	2,315,806	2,286,694	(29,112)	(1%)
074 DEBT INTEREST AND OTHER FISCAL CHARGES	246,229,514	328,291,154	477,206,533	148,915,379	45%
Debt Service	504,650,642	733,492,071	760,290,470	26,798,399	4%
Services of Other Departments					
081 SERVICES OF OTHER DEPTS (AAO FUNDS)	598,086,761	603,200,580	624,263,649	21,063,069	3%
Services of Other Departments	598,086,761	603,200,580	624,263,649	21,063,069	3%
Transfers Out					
092 "CTO" CONTRIBUTION TRANSFERS OUT	387,847,554	298,617,108	405,415,212	106,798,104	36%
092 GENERAL FUND SUBSIDY TRANSFER OUT	25,960,037	27,410,386	15,572,774	(11,837,612)	(43%)
093 "OTO" OTHER OPERATING TRANSFERS OUT	289,685,365	274,084,637	318,653,771	44,569,134	16%
095 "ITO" INTRAFUND TRANSFERS OUT	361,562,924	480,166,298	494,673,360	14,507,062	3%
Transfers Out	1,065,055,880	1,080,278,429	1,234,315,117	154,036,688	14%
Budgetary Reserves					
097 UNAPPROPRIATED REVENUE RETAINED	0	22,703,612	24,500,000	1,796,388	8%
098 UNAPPROPRIATED REVENUE-DESIGNATED	0	46,933,961	51,537,120	4,603,159	10%
Budgetary Reserves	0	69,637,573	76,037,120	6,399,547	9%
Facilities Maintenance					
06F FACILITIES MAINTENANCE PROJECTS-BUDGET	10,666,079	35,632,238	36,431,557	799,319	2%
Facilities Maintenance	10,666,079	35,632,238	36,431,557	799,319	2%
Capital Renewal					
06R CAPITAL RENEWAL	271,777	146,261,017	130,406,785	(15,854,232)	(11%)
Capital Renewal	271,777	146,261,017	130,406,785	(15,854,232)	(11%)
Capital Projects					
067 BLDG:STRUCTURES & IMPROVEMENTS	313,236,373	170,428,888	135,997,719	(34,431,169)	(20%)
Capital Projects	313,236,373	170,428,888	135,997,719	(34,431,169)	(20%)
Expenditures	7,964,972,671	8,593,157,722	9,042,663,346	449,505,624	5%
Less Interfund and Intrafund Transfers	(1,064,279,473)	(1,080,278,429)	(1,234,315,117)	(154,036,688)	14%
Less Interdepartmental Recoveries	(809,586,547)	(950,220,949)	(979,642,398)	(29,421,449)	3%
Net Uses	6,091,106,651	6,562,658,343	6,828,705,831	266,047,488	4%

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

SOURCES BY FUND

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Fund Type: 1G GENERAL FUND					
AGF GENERAL FUND	3,061,263,279	3,091,140,970	3,398,510,344	307,369,374	10%
OHF OVERHEAD FUND	(114,530)	0	0	0	N/A
Fund Type: 1G Subtotal	3,061,148,749	3,091,140,970	3,398,510,344	307,369,374	10%
Fund Type: 2S SPECIAL REVENUE FUNDS					
BIF BUILDING INSPECTION FUND	40,208,856	45,866,390	53,229,079	7,362,689	16%
CDB COMMUNITY DEVELOPMENT SPECIAL REV FUND	6,528,320	6,584,951	7,852,316	1,267,365	19%
CFC CHILDREN AND FAMILIES FUND	24,998,367	22,515,174	24,152,000	1,636,826	7%
CFF CONVENTION FACILITIES FUND	79,168,353	71,219,217	71,320,558	101,341	0%
CHF CHILDREN'S FUND	114,730,896	82,045,614	89,682,205	7,636,591	9%
CHS COMM HEALTH SVS SPEC REV FD	107,334,368	108,793,858	106,146,074	(2,647,784)	(2%)
CRF CULTURE & RECREATION SPEC REV FD	9,600,233	10,045,325	9,490,046	(555,279)	(6%)
CSS CHILD SUPPORT SERVICES FUND	14,824,490	14,491,493	13,206,282	(1,285,211)	(9%)
CTF COURTS' SPECIAL REVENUE FUND	\$42,666	4,571,774	4,575,574	3,800	0%
ENV ENVIRONMENTAL PROTECTION PROGRAM	7,790,857	1,941,536	4,305,178	2,363,642	N/A
GOL GOLF FUND	10,770,689	13,005,149	13,984,865	979,716	8%
GSF GENERAL SERVICES SPECIAL REVENUE FUND	5,635,199	5,819,692	4,874,471	(945,221)	(16%)
GTF GASOLINE TAX FUND	37,035,567	43,457,407	33,367,442	(10,089,965)	(23%)
HWF HUMAN WELFARE SPECIAL REVENUE FUND	55,769,803	19,747,099	23,624,561	3,877,462	20%
LIB PUBLIC LIBRARY SPEC REV FD	81,101,834	82,967,407	86,010,659	3,043,252	4%
NDF NEIGHBORHOOD DEVELOPMENT SPEC REV FD	10,243,371	12,139,790	9,121,344	(3,018,446)	(25%)
OSP OPEN SPACE & PARK FUND	44,254,943	40,116,122	43,103,235	2,987,113	7%
PPF PUBLIC PROTECTION SPECIAL REVENUE FUND	31,702,080	24,166,936	24,582,312	415,376	2%
PWF PUBLIC WORKS/TRANS & COMMERCE SRF	24,107,861	10,194,134	11,306,638	1,112,504	11%
RPF REAL PROPERTY SPECIAL REVENUE FUND	(11,966,559)	24,239,430	22,523,714	(1,715,716)	(7%)
SCP SENIOR CITIZENS' PROGRAMS FUND	284,780	5,941,076	5,672,886	(268,190)	(5%)

SOURCES BY FUND

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Fund Type: SC WASTEWATER ENTERPRISE FUNDS					
AGT CWP-OPERATING GRANTS FUND	0	0	(30,000,000)	(30,000,000)	N/A
CPF CWP-CAPITAL PROJECTS FUND	36,628,668	21,567,180	63,902,450	42,335,270	N/A
Fund Type: SC Subtotal	187,064,150	248,264,170	268,394,594	20,130,424	8%
Fund Type: SH GENERAL HOSPITAL MEDICAL CENTER FUNDS					
AAA SFGH-OPERATING FUND	715,680,163	739,083,461	832,077,779	92,994,318	13%
Fund Type: SH Subtotal	715,680,163	739,083,461	832,077,779	92,994,318	13%
Fund Type: SL LAGUNA HONDA HOSPITAL FUNDS					
AAA LHH-OPERATING FUND	169,995,435	181,063,980	189,004,340	7,940,360	4%
Fund Type: SL Subtotal	169,995,435	181,063,980	189,004,340	7,940,360	4%
Fund Type: SM MTA-MUNICIPAL RAILWAY FUNDS					
AAA MUNI-OPERATING FUND	652,157,197	650,611,153	656,351,559	5,740,406	1%
CPF MUNI-CAPITAL PROJECTS FUND	35,848,068	0	0	0	N/A
SRF MUNI-SPECIAL REVENUE FUND	14,490,930	170,000	250,000	80,000	47%
Fund Type: SM Subtotal	702,496,195	650,781,153	656,601,559	5,820,406	1%
Fund Type: SN MTA-PARKING & TRAFFIC FUNDS					
AAA PTC-OPERATING FUND	139,800,242	117,969,174	127,200,549	9,231,375	8%
OPF OFF-STREET PARKING FUND	55,586	0	0	0	N/A
Fund Type: SN Subtotal	139,855,828	117,969,174	127,200,549	9,231,375	8%
Fund Type: SO MTA-TAXI COMMISSION					
AAA TAXI COMMISSION-OPERATING FUND	2,422,093	13,400,000	13,541,202	141,202	1%
Fund Type: SO Subtotal	2,422,093	13,400,000	13,541,202	141,202	1%
Fund Type: SP PORT OF SAN FRANCISCO FUNDS					
AAA PORT-OPERATING FUND	71,617,617	91,870,490	97,933,484	6,062,994	7%
CPF PORT-CAPITAL PROJECTS FUND	0	139,456	0	(139,456)	(100%)
Fund Type: SP Subtotal	71,617,617	92,009,946	97,933,484	5,923,538	6%
Fund Type: ST PUC-HETCH HETCHY DEPARTMENT FUNDS					
AAA HETCHY OPERATING FUND	140,746,505	234,064,458	219,896,840	(14,167,618)	(6%)
CPF HETCHY CAPITAL PROJECTS FUND	0	18,750,000	24,363,500	5,613,500	30%
Fund Type: ST Subtotal	140,746,505	252,814,458	244,260,340	(8,554,118)	(3%)
Fund Type: SW PUC-WATER DEPARTMENT FUNDS					
AAA SFWD-OPERATING FUND	242,050,938	378,822,835	391,699,540	12,876,705	3%
CPF SFWD-CAPITAL PROJECTS FUND	1,660,517	21,453,306	48,772,830	27,319,524	N/A
PUC PUC OPERATING FUND	1,237,215	0	0	0	N/A
Fund Type: SW Subtotal	244,948,670	400,276,141	440,472,370	40,196,229	10%
Fund Type: SX PARKING GARAGES/OTHER					
OPF OFF-STREET PARKING OPERATING FUND	17,599,527	16,974,637	17,114,566	139,929	1%
Fund Type: SX Subtotal	17,599,527	16,974,637	17,114,566	139,929	1%
Fund Type: SY SFMTA BICYCLE FUND					
AAA BICYCLE OPERATING FUND	451,968	448,494	449,540	1,046	0%
Fund Type: SY Subtotal	451,968	448,494	449,540	1,046	0%

SOURCES BY FUND

Object	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Fund Type: 5Z SFMTA PEDESTRIAN FUND					
AAA PEDESTRIAN OPERATING FUND	120	149,711	154,901	5,190	3%
Fund Type: 5Z Subtotal	120	149,711	154,901	5,190	3%
Fund Type: 6I INTERNAL SERVICE FUNDS					
CSF IS-CENTRAL SHOPS FUND	664,567	0	0	0	N/A
FCF FINANCE CORP INTERNAL SERVICE FUNDS	0	13,689,097	8,857,947	(4,831,150)	(35%)
OIS IS-REPRODUCTION FUND	217,451	70,000	0	(70,000)	(100%)
TIF DTIS-TELECOMM. & INFORMATION SVCS FUND	(10,944,704)	3,452,496	7,060,159	3,607,663	N/A
Fund Type: 6I Subtotal	(10,062,686)	17,211,593	15,918,106	(1,293,487)	(8%)
Fund Type: 7E EXPENDABLE TRUST FUNDS					
BEQ BEQUESTS FUND	1,418,925	1,160,900	1,366,445	205,545	18%
GIF GIFT FUND	5,065,327	834,422	819,932	(14,490)	(2%)
Fund Type: 7E Subtotal	6,484,252	1,995,322	2,186,377	191,055	10%
Fund Type: 7P PENSION TRUST FUNDS					
RET EMPLOYEES' RETIREMENT SYSTEM	18,951,314	19,116,321	18,849,612	(266,709)	(1%)
Fund Type: 7P Subtotal	18,951,314	19,116,321	18,849,612	(266,709)	(1%)
Fund Type: 7R RETIREE HEALTH CARE TRUST FUND - PROP B					
RHC RETIREE HEALTH CARE TRUST FUND - PROP B	0	0	6,545,000	6,545,000	N/A
Fund Type: 7R Subtotal	0	0	6,545,000	6,545,000	N/A
Revenue Subtotals	7,155,386,124	7,708,031,945	8,130,705,753	422,673,808	5%
Less Interfund and Intrafund Transfers	(1,064,279,473)	(1,145,373,602)	(1,301,999,921)	(156,626,319)	(14%)
Net Sources	6,091,106,651	6,562,658,343	6,828,705,831	266,047,488	4%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 01 PUBLIC PROTECTION					
ADULT PROBATION					
ADMINISTRATION - ADULT PROBATION	1,873,080	1,702,670	2,886,253	1,183,583	70%
COMMUNITY SERVICES	6,763,559	7,588,278	8,336,819	748,541	10%
PRE - SENTENCING INVESTIGATION	2,949,401	2,862,700	2,888,813	26,113	1%
WORK ORDERS & GRANTS	71,034	236,266	531,256	294,990	N/A
ADULT PROBATION	11,657,074	12,389,914	14,643,141	2,253,227	18%
DEPARTMENT OF EMERGENCY MANAGEMENT					
911 PROJECT	252,437	0	0	0	N/A
EMERGENCY COMMUNICATIONS	41,716,522	37,673,845	39,947,159	2,273,314	6%
EMERGENCY MANAGEMENT - EMSA	470,275	613,296	0	(613,296)	(100%)
EMERGENCY SERVICES	3,651,269	2,162,179	2,910,172	747,993	35%
FALSE ALARM PREVENTION	692,078	720,046	771,073	51,027	7%
OTHER PROGRAMS	66,085	0	0	0	N/A
OUTDOOR PUBLIC WARNING SYSTEM	78,644	98,992	105,445	6,453	7%
DEPARTMENT OF EMERGENCY MANAGEMENT	46,927,310	41,268,358	43,733,849	2,465,491	6%
DISTRICT ATTORNEY					
ADMINISTRATION - CRIMINAL & CIVIL	1,188,558	1,230,726	1,823,694	592,968	48%
CAREER CRIMINAL PROSECUTION	913,378	826,606	963,665	137,059	17%
CHILD ABDUCTION	1,029,076	1,010,750	980,112	(30,638)	(3%)
FAMILY VIOLENCE PROGRAM	650,559	857,337	868,342	11,005	1%
FELONY PROSECUTION	23,171,414	22,437,454	23,150,139	712,685	3%
MISDEMEANOR PROSECUTION	1,719,967	2,153,564	1,834,611	(318,953)	(15%)
SUPPORT SERVICES	4,724,649	4,674,366	5,868,360	1,193,994	26%
WORK ORDERS & GRANTS	6,870,510	6,250,691	5,482,021	(768,670)	(12%)
DISTRICT ATTORNEY	40,268,111	39,441,494	40,970,944	1,529,450	4%
FIRE DEPARTMENT					
ADMINISTRATION & SUPPORT SERVICES	33,192,084	32,099,335	32,108,262	8,927	0%
CUSTODY	0	615,735	615,735	0	0%
FIRE GENERAL	113,389	308,250	325,000	16,750	5%
FIRE SUPPRESSION	230,812,764	241,211,585	254,225,117	13,013,532	5%
GRANT SERVICES	1,591,414	1,132,084	0	(1,132,084)	(100%)
PREVENTION & INVESTIGATION	9,777,671	9,660,997	10,746,618	1,085,621	11%
TRAINING	4,190,145	4,079,751	4,060,909	(18,842)	0%
FIRE DEPARTMENT	279,677,467	289,107,737	302,081,641	12,973,904	4%
JUVENILE PROBATION					
ADMINISTRATION	7,019,818	5,800,464	6,374,667	574,203	10%
CHILDREN'S BASELINE	1,282,236	1,042,396	1,003,229	(39,167)	(4%)
JUVENILE HALL	11,574,443	11,053,734	11,107,895	54,161	0%
JUVENILE HALL REPLACEMENT DEBT PAYMENT	0	2,629,868	2,628,118	(1,750)	0%
LOG CABIN RANCH	2,390,090	2,547,183	2,576,615	29,432	1%
PROBATION SERVICES	10,499,761	9,944,179	10,152,416	208,237	2%
JUVENILE PROBATION	32,766,348	33,017,824	33,842,940	825,116	2%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 01 PUBLIC PROTECTION					
POLICE					
AIRPORT POLICE	36,544,621	40,902,708	45,719,435	4,816,727	12%
INVESTIGATIONS	61,963,388	78,790,471	76,302,287	(2,488,184)	(3%)
OFFICE OF CITIZEN COMPLAINTS	4,331,463	4,124,097	4,325,302	201,205	5%
OPERATIONS AND ADMINISTRATION	67,519,364	59,598,551	63,972,907	4,374,356	7%
OTHER PROGRAMS	126,460	0	0	0	N/A
PATROL	260,506,333	247,956,656	256,524,677	8,568,021	3%
WORK ORDER SERVICES	14,331,893	14,107,640	13,503,626	(604,014)	(4%)
POLICE	445,323,522	445,480,123	460,348,234	14,868,111	3%
PUBLIC DEFENDER					
CRIMINAL AND SPECIAL DEFENSE	24,329,680	25,077,740	25,893,290	815,550	3%
GRANT SERVICES	120,889	207,498	212,258	4,760	2%
VIOLENCE PREVENTION	0	22,631	0	(22,631)	(100%)
PUBLIC DEFENDER	24,450,569	25,307,869	26,105,548	797,679	3%
SHERIFF					
COURT SECURITY AND PROCESS	12,446,618	13,108,113	13,847,529	739,416	6%
CUSTODY	84,839,767	82,852,621	97,294,090	14,441,469	17%
FACILITIES & EQUIPMENT	9,022,551	16,033,191	15,343,540	(689,651)	(4%)
OTHER PROGRAMS	9,867,159	0	0	0	N/A
SECURITY SERVICES	14,918,475	10,202,739	10,825,230	622,491	6%
SHERIFF ADMINISTRATION	9,701,977	8,047,221	8,262,717	215,496	3%
SHERIFF FIELD SERVICES	9,932,393	8,259,802	8,192,873	(66,929)	(1%)
SHERIFF PROGRAMS	13,729,676	13,723,302	14,251,373	528,071	4%
SHERIFF RECRUITMENT & TRAINING	4,362,002	3,223,162	3,461,781	238,619	7%
SHERIFF	168,820,618	155,450,151	171,479,133	16,028,982	10%
SUPERIOR COURT					
COURT HOUSE CONSTRUCTION	448,079	4,571,774	4,575,574	3,800	0%
DISPUTE RESOLUTION PROGRAM	415,767	293,175	293,175	0	0%
INDIGENT DEFENSE/GRAND JURY	12,286,932	9,590,212	9,973,370	383,158	4%
TRIAL COURT SERVICES	24,058,134	22,848,661	22,973,661	125,000	1%
SUPERIOR COURT	37,208,912	37,303,822	37,815,780	511,958	1%
Service Area: 01 Subtotals					
	1,087,099,931	1,078,767,292	1,131,021,210	52,253,918	5%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
AIRPORT COMMISSION					
ADMINISTRATION	29,922,960	37,156,965	36,936,959	(220,006)	(1%)
AIRPORT DIRECTOR	6,761,384	10,979,545	14,643,261	3,663,716	33%
BUREAU OF DESIGN AND CONSTRUCTION	2,342,947	2,856,659	2,707,041	(149,618)	(5%)
BUSINESS & FINANCE	355,598,187	413,579,649	429,224,912	15,645,263	4%
CAPITAL PROJECTS AND GRANTS	0	68,374,119	39,498,903	(28,875,216)	(42%)
CHIEF OPERATING OFFICER	3,615,796	4,013,545	4,679,735	666,190	17%
COMMUNICATIONS & MARKETING	5,524,672	5,867,878	5,932,952	65,074	1%
CONTINUING PROJECTS, MAINT AND RENEWAL	3,761,391	6,000,000	7,075,000	1,075,000	18%
FACILITIES	130,657,474	138,474,553	153,098,383	14,623,830	11%
FACILITIES MAINTENANCE/CONSTRUCTION	86,946,099	0	0	0	N/A
FIRE AIRPORT BUREAU NON-PERSONNEL COST	524,256	849,417	813,542	(35,875)	(4%)
OPERATIONS AND SECURITY	46,665,352	51,535,730	54,515,318	2,979,588	6%
OTHER PROGRAMS	13,180	0	0	0	N/A
PLANNING DIVISION	3,444,745	3,888,957	4,126,230	237,273	6%
POLICE AIRPORT BUREAU NON-PERSONNEL COST	1,884,064	4,170,905	2,497,445	(1,673,460)	(40%)
AIRPORT COMMISSION	677,662,507	747,747,922	755,749,681	8,001,759	1%
BOARD OF APPEALS					
APPEALS PROCESSING	769,689	931,631	925,289	(6,342)	(1%)
BOARD OF APPEALS	769,689	931,631	925,289	(6,342)	(1%)
DEPARTMENT OF BUILDING INSPECTION					
ADMINISTRATION/SUPPORT SERVICES	10,084,470	12,886,642	15,987,010	3,100,368	24%
HOUSING INSPECTION/CODE ENFORCEMENT SVCS	5,450,079	7,291,661	7,678,239	386,578	5%
INSPECTION SERVICES	12,596,760	14,671,742	15,053,023	381,281	3%
PLAN REVIEW SERVICES	9,601,250	9,153,955	10,193,624	1,039,669	11%
DEPARTMENT OF BUILDING INSPECTION	37,732,559	44,004,000	48,911,896	4,907,896	11%
ECONOMIC AND WORKFORCE DEVELOPMENT					
CHILDREN'S BASELINE	413,150	314,065	314,065	0	0%
ECONOMIC DEVELOPMENT	4,433,290	3,316,813	16,454,359	13,137,546	N/A
FIRM SERVICES	1,049,119	944,240	1,207,171	262,931	28%
OFFICE OF SMALL BUSINESS AFFAIRS	570,987	597,505	613,480	15,975	3%
WORKFORCE TRAINING	7,390,873	13,127,705	13,533,109	405,404	3%
ECONOMIC AND WORKFORCE DEVELOPMENT	13,857,419	18,300,328	32,122,184	13,821,856	76%
GENERAL SERVICES AGENCY - PUBLIC WORKS					
ARCHITECTURE	1,733,200	533,310	551,500	18,190	3%
BUILDING REPAIR AND MAINTENANCE	13,941,344	16,241,134	18,072,285	1,831,151	11%
CITY CAPITAL PROJECTS	72,854,211	63,469,244	26,096,510	(37,372,734)	(59%)
CONSTRUCTION MANAGEMENT SERVICES	1,809,106	340,745	411,225	70,480	21%
ENGINEERING	3,996,737	756,699	739,450	(17,249)	(2%)
GENERAL ADMINISTRATION	1,788,455	0	0	0	N/A
MAPPING	3,831,410	0	0	0	N/A
NEIGHBORHOOD BEAUTIFICATION	0	1,217,338	0	(1,217,338)	(100%)
OTHER PROGRAMS	594,968	0	0	0	N/A

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
GENERAL SERVICES AGENCY - PUBLIC WORKS					
STREET AND SEWER REPAIR	11,463,912	14,432,776	14,582,841	150,065	1%
STREET ENVIRONMENTAL SERVICES	37,516,415	35,848,304	38,555,461	2,707,157	8%
STREET USE MANAGEMENT	6,494,911	13,333,158	14,190,874	857,716	6%
URBAN FORESTRY	19,199,328	16,318,211	16,474,626	156,415	1%
GENERAL SERVICES AGENCY - PUBLIC WORKS	175,223,997	162,490,919	129,674,772	(32,816,147)	(20%)
MUNICIPAL TRANSPORTATION AGENCY					
ACCESSIBLE SERVICES	19,847,511	21,527,155	21,549,070	21,915	0%
ADMINISTRATION	49,546,593	55,580,032	58,987,665	3,407,633	6%
AGENCY WIDE EXPENSES	104,658,783	122,132,166	126,785,319	4,653,153	4%
DEVELOPMENT AND PLANNING	1,963,192	598,207	604,441	6,234	1%
MRD-MAINTENANCE DIVISION (MAINT)	34,372,371	0	0	0	N/A
OTHER PROGRAMS	3,070,055	0	0	0	N/A
PARKING & TRAFFIC	73,127,265	72,590,712	73,186,298	595,586	1%
PARKING GARAGES & LOTS	3,233,611	21,861,955	22,201,245	339,290	2%
RAIL & BUS SERVICES	392,450,826	422,195,697	418,967,316	(3,228,381)	(1%)
REVENUE, TRANSFERS & RESERVES	281,904	0	0	0	N/A
SECURITY, SAFETY, TRAINING & ENFORCEMENT	54,173,190	55,651,824	55,876,450	224,626	0%
TAXI SERVICES	2,228,093	2,876,443	2,409,307	(467,136)	(16%)
MUNICIPAL TRANSPORTATION AGENCY	738,953,394	775,014,191	780,567,111	5,552,920	1%
PORT					
ADMINISTRATION	16,153,907	21,911,534	23,043,072	1,131,538	5%
ENGINEERING & ENVIRONMENTAL	4,023,638	4,192,624	4,197,396	4,772	0%
MAINTENANCE	22,887,455	30,588,386	33,810,515	3,222,129	11%
MARITIME OPERATIONS & MARKETING	2,222,307	3,186,781	3,834,026	647,245	20%
NON-GRANT CONSTRUCTION PROJECTS	0	139,456	0	(139,456)	(100%)
PLANNING & DEVELOPMENT	2,839,768	3,491,920	2,946,078	(545,842)	(16%)
REAL ESTATE & MANAGEMENT	8,607,298	10,482,398	10,055,492	(426,906)	(4%)
PORT	56,734,373	73,993,099	77,886,579	3,893,480	5%
PUBLIC UTILITIES COMMISSION					
ADMINISTRATION	97,005,762	100,184,259	112,020,257	11,835,998	12%
CUSTOMER SERVICES	11,172,435	11,626,697	11,996,867	370,170	3%
DEBT SERVICE	0	179,301,410	212,923,930	33,622,520	19%
FINANCE	8,363,644	9,830,757	10,155,781	325,024	3%
GENERAL MANAGEMENT	(45,935,550)	(52,310,120)	(56,392,074)	(4,081,954)	(8%)
HETCH HETCHY CAPITAL PROJECTS	35,079,488	75,327,000	74,184,500	(1,142,500)	(2%)
HETCH HETCHY POWER	5,316,288	0	0	0	N/A
HETCHY WATER OPERATIONS	19,356,652	46,627,367	50,603,881	3,976,514	9%
HUMAN RESOURCES	7,143,153	8,261,495	9,588,676	1,327,181	16%
MANAGEMENT INFORMATION	16,569,678	19,067,986	19,893,566	825,580	4%
OPERATING RESERVE	0	21,933,961	17,610,826	(4,323,135)	(20%)
OTHER PROGRAMS	73,695	0	0	0	N/A
POWER INFRASTRUCTURE DEVELOPMENT	5,538,881	9,451,861	9,212,725	(239,136)	(3%)
POWER PURCHASING/ SCHEDULING	23,098,733	42,542,924	44,758,768	2,215,844	5%
POWER UTILITY FIELD SERVICES	1,992,489	493,319	0	(493,319)	(100%)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
PUBLIC UTILITIES COMMISSION					
POWER UTILITY SERVICES	71,787,171	13,051,753	11,869,084	(1,182,669)	(9%)
STRATEGIC PLANNING/COMPLIANCE	6,010,505	9,528,398	10,667,171	1,138,773	12%
WASTEWATER CAPITAL PROJECTS	0	14,067,180	30,652,450	16,585,270	N/A
WASTEWATER COLLECTION	29,070,559	30,377,645	30,109,997	(267,648)	(1%)
WASTEWATER DISPOSAL	3,429,539	0	0	0	N/A
WASTEWATER OPERATIONS	2,065,927	10,217,994	6,023,804	(4,194,190)	(41%)
WASTEWATER TREATMENT	62,388,417	63,991,494	70,319,084	6,327,590	10%
WATER CAPITAL PROJECTS	30,122,314	40,840,671	38,570,330	(2,270,341)	(6%)
WATER PUMPING	1,992,794	0	0	0	N/A
WATER SOURCE OF SUPPLY	13,050,592	20,677,950	20,935,775	257,825	1%
WATER TRANSMISSION/ DISTRIBUTION	64,791,628	49,709,395	50,390,013	680,618	1%
WATER TREATMENT	31,893,993	36,732,701	37,933,403	1,200,702	3%
PUBLIC UTILITIES COMMISSION	501,378,787	761,534,097	824,028,814	62,494,717	8%
Service Area: 02 Subtotals	2,202,312,725	2,584,016,187	2,649,866,326	65,850,139	3%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
CHILD SUPPORT SERVICES					
CHILD SUPPORT SERVICES PROGRAM	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)
CHILD SUPPORT SERVICES	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)
CHILDREN AND FAMILIES COMMISSION					
CHILDREN AND FAMILIES FUND	18,401,514	14,130,638	16,295,559	2,164,921	15%
PUBLIC ED FUND - PROP H (MARCH 2004)	14,431,865	16,198,174	15,733,632	(464,542)	(3%)
CHILDREN AND FAMILIES COMMISSION	32,833,379	30,328,812	32,029,191	1,700,379	6%
CHILDREN, YOUTH & THEIR FAMILIES					
CHILDREN'S BASELINE	49,747,061	31,483,846	32,988,846	1,505,000	5%
CHILDREN'S FUND PROGRAMS	47,576,339	41,518,727	45,055,727	3,537,000	9%
CHILDREN'S SVCS - NON - CHILDREN'S FUND	11,764,385	11,467,216	10,563,021	(904,195)	(8%)
PUBLIC EDUCATION FUND (PROP H)	32,860,000	26,979,000	28,510,000	1,531,000	6%
VIOLENCE PREVENTION	3,295,018	5,658,862	4,410,893	(1,247,969)	(22%)
CHILDREN, YOUTH & THEIR FAMILIES	145,242,803	117,107,651	121,528,487	4,420,836	4%
COUNTY EDUCATION OFFICE					
COUNTY EDUCATION SERVICES	80,129	77,593	116,026	38,433	50%
COUNTY EDUCATION OFFICE	80,129	77,593	116,026	38,433	50%
DEPARTMENT OF THE STATUS OF WOMEN					
CHILDREN'S BASELINE	197,439	198,677	198,677	0	0%
COMMISSION ON STATUS OF WOMEN	3,094,255	3,088,883	3,112,562	23,679	1%
DOMESTIC VIOLENCE	203,194	368,000	210,000	(158,000)	(43%)
DEPARTMENT OF THE STATUS OF WOMEN	3,494,888	3,655,560	3,521,239	(134,321)	(4%)
ENVIRONMENT					
CLEAN AIR	1,039,075	680,506	972,871	292,365	43%
CLIMATE CHANGE/ENERGY	5,381,736	456,241	1,587,008	1,130,767	N/A
ENVIRONMENT	6,885,562	5,554,133	7,298,430	1,744,297	31%
ENVIRONMENT-OUTREACH	22,559	219,487	219,342	(145)	0%
ENVIRONMENTAL JUSTICE / YOUTH EMPLOYMENT	805,120	248,218	509,963	261,745	N/A
GREEN BUILDING	519,002	369,170	435,734	66,564	18%
POWER UTILITY FIELD SERVICES	493,319	0	0	0	N/A
RECYCLING	4,250,774	3,887,663	4,364,288	476,625	12%
SOLID WASTE MANAGEMENT	276,660	191,290	272,162	80,872	42%
TOXICS	1,781,603	1,897,965	2,165,218	267,253	14%
URBAN FORESTRY	45,683	32,587	35,987	3,400	10%
ENVIRONMENT	21,501,093	13,537,260	17,861,003	4,323,743	32%
HUMAN RIGHTS COMMISSION					
HUMAN RIGHTS COMMISSION	5,201,078	5,867,448	5,909,033	41,585	1%
HUMAN RIGHTS COMMISSION	5,201,078	5,867,448	5,909,033	41,585	1%
HUMAN SERVICES					

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
HUMAN SERVICES					
ADMINISTRATIVE SUPPORT	79,912,967	83,108,975	86,926,441	3,817,466	5%
ADULT PROTECTIVE SERVICES	5,297,169	5,695,042	5,464,535	(230,507)	(4%)
CALWORKS	52,674,296	52,637,041	51,805,156	(831,885)	(2%)
CHILDREN'S BASELINE	20,827,344	24,314,080	24,773,290	459,210	2%
COUNTY ADULT ASSISTANCE PROGRAM	51,789,790	53,818,898	53,619,832	(199,066)	0%
COUNTY VETERANS SERVICES	304,775	386,374	401,264	14,890	4%
DIVERSION AND COMMUNITY INTEGRATION PROG	5,156,022	3,595,877	3,580,123	(15,754)	0%
DSS CHILDCARE	29,984,238	27,761,853	30,384,415	2,622,562	9%
FAMILY AND CHILDREN'S SERVICE	111,531,630	116,947,769	129,884,137	12,936,368	11%
FOOD STAMPS	12,750,336	17,525,867	20,437,449	2,911,582	17%
HOMELESS SERVICES	80,974,175	78,623,920	80,012,268	1,388,348	2%
IN HOME SUPPORTIVE SERVICES	122,903,698	128,968,528	126,376,315	(2,592,213)	(2%)
INTEGRATED INTAKE	786,975	897,677	1,088,506	190,829	21%
MEDI-CAL	22,682,920	23,639,129	24,373,965	734,836	3%
OFFICE ON AGING	18,793,974	23,720,434	22,450,122	(1,270,312)	(5%)
PUBLIC ADMINISTRATOR	1,371,637	1,327,382	1,433,741	106,359	8%
PUBLIC CONSERVATOR	1,887,642	1,388,344	1,418,008	29,664	2%
PUBLIC ED FUND - PROP H (MARCH 2004)	269,507	0	0	0	N/A
PUBLIC GUARDIAN	2,209,000	2,471,877	2,566,765	94,888	4%
REPRESENTATIVE PAYEE	519,725	513,987	533,909	19,922	4%
WELFARE TO WORK	51,855,447	22,131,757	22,828,950	697,193	3%
HUMAN SERVICES	674,483,267	669,474,811	690,359,191	20,884,380	3%
RENT ARBITRATION BOARD					
RENT BOARD	4,923,514	5,496,379	5,955,352	458,973	8%
RENT ARBITRATION BOARD	4,923,514	5,496,379	5,955,352	458,973	8%
Service Area: 03 Subtotals					
	902,592,141	860,037,007	890,485,804	30,448,797	4%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 04 COMMUNITY HEALTH					
PUBLIC HEALTH					
CENTRAL ADMINISTRATION	68,777,937	96,804,944	140,528,196	43,723,252	45%
CHILDREN'S BASELINE	37,642,042	46,808,350	45,691,642	(1,116,708)	(2%)
COMM HLTH - COMM SUPPORT - HOUSING	26,456,501	20,771,144	22,278,869	1,507,725	7%
COMM HLTH - PREV - MATERNAL & CHILD HLTH	19,784,829	25,116,453	25,684,427	567,974	2%
COMM HLTH - PREVENTION - AIDS	52,665,304	59,242,697	69,065,278	9,822,581	17%
COMM HLTH - PREVENTION - DISEASE CONTROL	21,239,317	21,383,192	20,274,991	(1,108,201)	(5%)
COMM HLTH - PREVENTION - HLTH EDUCATION	5,360,235	5,152,775	5,259,999	107,224	2%
EMERGENCY SERVICES AGENCY	1,091,362	1,285,828	1,597,375	311,547	24%
ENVIRONMENTAL HEALTH SERVICES	18,260,240	17,278,171	18,308,599	1,030,428	6%
FORENSICS - AMBULATORY CARE	28,806,030	26,961,574	27,631,932	670,358	2%
HEALTH AT HOME	7,238,138	5,655,212	5,898,781	243,569	4%
LAGUNA HONDA - LONG TERM CARE	164,118,753	176,678,921	184,503,738	7,824,817	4%
LAGUNA HONDA HOSP - ACUTE CARE	2,612,084	3,384,761	3,500,602	115,841	3%
LAGUNA HONDA HOSP - COMM SUPPORT CARE	0	298	0	(298)	(100%)
MENTAL HEALTH - ACUTE CARE	1,955,749	3,462,797	3,462,797	0	0%
MENTAL HEALTH - CHILDREN'S PROGRAM	34,436,198	38,634,464	39,421,334	786,870	2%
MENTAL HEALTH - COMMUNITY CARE	157,156,336	156,531,815	148,056,569	(8,475,246)	(5%)
MENTAL HEALTH - LONG TERM CARE	22,263,754	26,968,759	27,981,497	1,012,738	4%
OCCUPATIONAL SAFETY & HEALTH	1,616,076	1,728,066	1,765,991	37,925	2%
OTHER PROGRAMS	308,728	0	0	0	N/A
PRIMARY CARE - AMBU CARE - HEALTH CNTRS	53,356,474	57,704,870	60,754,041	3,049,171	5%
SFGH - ACUTE CARE - FORENSICS	1,961,009	3,303,074	3,389,831	86,757	3%
SFGH - ACUTE CARE - HOSPITAL	478,274,557	502,704,646	555,160,647	52,456,001	10%
SFGH - ACUTE CARE - PSYCHIATRY	30,314,844	25,582,722	26,162,681	579,959	2%
SFGH - AMBU CARE - ADULT MED HLTH CNTR	30,078,246	23,448,976	24,199,624	750,648	3%
SFGH - AMBU CARE - METHADONE CLINIC	1,606,113	1,654,464	1,579,131	(75,333)	(5%)
SFGH - AMBU CARE - OCCUPATIONAL HEALTH	3,084,184	2,465,053	2,402,970	(62,083)	(3%)
SFGH - EMERGENCY - EMERGENCY	27,229,261	22,452,550	22,810,163	357,613	2%
SFGH - EMERGENCY - PSYCHIATRIC SERVICES	6,052,913	8,667,663	8,908,311	240,648	3%
SFGH - LONG TERM CARE - RF PSYCHIATRY	15,280,821	16,318,498	16,504,542	186,044	1%
SUBSTANCE ABUSE - COMMUNITY CARE	59,147,728	62,705,342	60,582,717	(2,122,625)	(3%)
PUBLIC HEALTH	1,378,175,763	1,460,858,079	1,573,367,275	112,509,196	8%
Service Area: 04 Subtotals					
	1,378,175,763	1,460,858,079	1,573,367,275	112,509,196	8%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 05 CULTURE & RECREATION					
ACADEMY OF SCIENCES					
ACADEMY OF SCIENCES	4,064,737	4,238,220	4,123,060	(115,160)	(3%)
ACADEMY OF SCIENCES	4,064,737	4,238,220	4,123,060	(115,160)	(3%)
ARTS COMMISSION					
ART COMMISSION-ADMINISTRATION	1,161,217	1,565,792	1,621,791	55,999	4%
CIVIC COLLECTION	110,950	83,775	106,022	22,247	27%
COMMUNITY ARTS & EDUCATION	4,239,936	3,672,024	4,176,624	504,600	14%
CULTURAL EQUITY	1,653,093	2,089,774	2,001,517	(88,257)	(4%)
GALLERY	54,105	25,000	25,000	0	0%
MUNICIPAL SYMPHONY CONCERTS	1,908,835	1,981,515	1,985,087	3,572	0%
PUBLIC ART	1,260,823	165,090	113,586	(51,504)	(31%)
STREET ARTISTS	244,700	262,313	262,313	0	0%
ARTS COMMISSION	10,633,659	9,845,283	10,291,940	446,657	5%
ASIAN ART MUSEUM					
ASIAN ARTS MUSEUM	7,548,792	8,007,014	7,777,867	(229,147)	(3%)
ASIAN ART MUSEUM	7,548,792	8,007,014	7,777,867	(229,147)	(3%)
FINE ARTS MUSEUM					
ADMISSIONS	2,169,032	3,516,662	3,951,854	435,192	12%
OPER & MAINT OF MUSEUMS	12,975,263	11,186,477	11,711,883	525,406	5%
FINE ARTS MUSEUM	15,144,295	14,703,139	15,663,737	960,598	7%
LAW LIBRARY					
LAW LIBRARY	563,164	730,921	751,048	20,127	3%
LAW LIBRARY	563,164	730,921	751,048	20,127	3%
PUBLIC LIBRARY					
ADULT SERVICES	536,122	400,000	400,000	0	0%
BRANCH PROGRAM	21,555,033	18,188,607	17,976,366	(212,241)	(1%)
CHILDREN'S BASELINE	8,359,479	7,700,478	8,773,216	1,072,738	14%
CHILDREN'S SERVICES	1,138,131	1,003,119	1,009,677	6,558	1%
COMMUNICATIONS, COLLECTIONS & ADULT SERV	9,648,032	8,446,841	7,885,062	(561,779)	(7%)
FACILITIES	10,007,441	11,004,162	11,822,106	817,944	7%
INFORMATION TECHNOLOGY	4,644,382	4,462,819	5,505,498	1,042,679	23%
LIBRARY ADMINISTRATION	7,103,480	10,433,442	11,602,317	1,168,875	11%
MAIN PROGRAM	16,011,887	15,988,416	16,326,590	338,174	2%
TECHNICAL SERVICES	4,759,381	5,808,886	5,513,190	(295,696)	(5%)
PUBLIC LIBRARY	83,763,368	83,436,770	86,814,022	3,377,252	4%
RECREATION AND PARK COMMISSION					
CAPITAL PROJECTS	27,113,826	12,879,429	10,243,135	(2,636,294)	(20%)
CHILDREN'S BASELINE	11,275,338	10,042,971	9,315,268	(727,703)	(7%)
CHILDREN'S SVCS - NON - CHILDREN'S FUND	342,766	400,000	400,000	0	0%
GOLDEN GATE PARK	10,147,598	10,331,851	10,413,863	82,012	1%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 05 CULTURE & RECREATION					
RECREATION AND PARK COMMISSION					
MARINA HARBOR	1,353,837	1,748,499	1,876,127	127,628	7%
PARKS	61,872,315	65,635,258	68,553,580	2,918,322	4%
REC & PARK ADMINISTRATION	66,218	91,350	76,350	(15,000)	(16%)
RECREATION	10,753,315	13,209,024	13,789,738	580,714	4%
STRUCTURAL MAINTENANCE	13,630,661	12,677,737	13,253,155	575,418	5%
RECREATION AND PARK COMMISSION	136,555,874	127,016,119	127,921,216	905,097	1%
WAR MEMORIAL					
OPERATIONS & MAINTENANCE	11,533,102	27,104,987	12,233,535	(14,871,452)	(55%)
WAR MEMORIAL	11,533,102	27,104,987	12,233,535	(14,871,452)	(55%)
Service Area: 05 Subtotals	269,806,991	275,082,453	265,576,425	(9,506,028)	(3%)

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ASSESSOR / RECORDER					
PERSONAL PROPERTY	2,458,461	2,611,072	2,870,539	259,467	10%
REAL PROPERTY	5,154,665	5,941,790	7,332,038	1,390,248	23%
RECORDER	1,026,879	1,371,743	1,565,000	193,257	14%
TECHNICAL SERVICES	5,005,953	5,401,736	7,068,089	1,666,353	31%
TRANSFER TAX	766,757	2,807,983	1,940,838	(867,145)	(31%)
ASSESSOR / RECORDER	14,412,715	18,134,324	20,776,504	2,642,180	15%
BOARD OF SUPERVISORS					
BOARD - LEGISLATIVE ANALYSIS	2,203,249	2,050,000	2,050,000	0	0%
BOARD OF SUPERVISOR	4,561,524	4,857,672	5,004,628	146,956	3%
CHILDREN'S BASELINE	152,245	159,683	170,182	10,499	7%
CLERK OF THE BOARD	3,307,681	3,414,876	3,610,046	195,170	6%
LOCAL AGENCY FORMATION	74,184	830	0	(830)	(100%)
BOARD OF SUPERVISORS	10,298,883	10,483,061	10,834,856	351,795	3%
CITY ATTORNEY					
ADMINISTRATION	3,348,148	0	0	0	N/A
CLAIMS	4,293,717	5,645,750	5,832,529	186,779	3%
LEGAL SERVICE	59,148,912	54,850,526	56,488,803	1,638,277	3%
LEGAL SERVICE-PAYING DEPTS	2,734,999	2,735,000	2,735,000	0	0%
CITY ATTORNEY	69,525,776	63,231,276	65,056,332	1,825,056	3%
CITY PLANNING					
ADMINISTRATION/PLANNING	6,952,683	7,711,918	7,660,151	(51,767)	(1%)
CURRENT PLANNING	7,617,860	7,780,621	7,368,210	(412,411)	(5%)
ENVIRONMENTAL PLANNING	3,035,933	3,186,229	4,102,156	915,927	29%
LONG RANGE PLANNING	3,915,273	5,171,204	3,916,747	(1,254,457)	(24%)
ZONING ADMINISTRATION AND COMPLIANCE	0	0	1,405,776	1,405,776	N/A
CITY PLANNING	21,521,749	23,849,972	24,453,040	603,068	3%
CIVIL SERVICE COMMISSION					
CIVIL SERVICE COMMISSION	811,408	804,658	824,960	20,302	3%
CIVIL SERVICE COMMISSION	811,408	804,658	824,960	20,302	3%
CONTROLLER					
ACCOUNTING OPERATIONS AND SYSTEMS	7,169,711	7,441,458	7,133,816	(307,642)	(4%)
BUDGET & PAYROLL SYSTEM	230,993	0	146,480	146,480	N/A
CITY SERVICES AUDITOR	8,584,050	11,630,947	12,126,014	495,067	4%
ECONOMIC ANALYSIS	354,441	289,153	418,713	129,560	45%
MANAGEMENT, BUDGET AND ANALYSIS	4,112,229	3,837,659	4,085,164	247,505	6%
PAYROLL AND PERSONNEL SERVICES	18,513,748	9,409,608	13,757,669	4,348,061	46%
PUBLIC FINANCE	465,803	506,011	521,050	15,039	3%
CONTROLLER	39,430,975	33,114,836	38,188,906	5,074,070	15%
ELECTIONS					

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ELECTIONS					
ELECTIONS	12,293,536	9,770,810	15,374,577	5,603,767	57%
ELECTIONS	12,293,536	9,770,810	15,374,577	5,603,767	57%
ETHICS COMMISSION					
ELECTION CAMPAIGN FUND	454,949	2,476,494	6,091,332	3,614,838	N/A
ETHICS COMMISSION	2,136,924	2,208,225	2,259,979	51,754	2%
ETHICS COMMISSION	2,591,873	4,684,719	8,351,311	3,666,592	78%
GENERAL SERVICES AGENCY - CITY ADMIN					
311 CALL CENTER	11,043,375	9,503,714	10,505,685	1,001,971	11%
ANIMAL WELFARE	4,268,742	3,963,492	4,092,255	128,763	3%
CAPITAL ASSET PLANNING	681,596	750,484	750,000	(484)	0%
CITY ADMINISTRATOR - ADMINISTRATION	9,852,131	8,041,540	8,480,428	438,888	5%
COUNTY CLERK SERVICES	1,186,188	1,846,443	1,916,295	69,852	4%
DISABILITY ACCESS	742,388	11,153,585	9,018,116	(2,135,469)	(19%)
ENTERTAINMENT COMMISSION	638,072	678,324	762,374	84,050	12%
FACILITIES MGMT & OPERATIONS	23,355,081	42,166,234	40,047,767	(2,118,467)	(5%)
FLEET MANAGEMENT	829,941	1,019,759	1,008,745	(11,014)	(1%)
GRANTS FOR THE ARTS	12,796,918	11,848,487	11,855,660	7,173	0%
IMMIGRANT RIGHTS COMMISSION	1,181,639	1,013,117	1,072,187	59,070	6%
JUSTICE PROJECT - CITY ADM OFFICE	0	0	2,522,601	2,522,601	N/A
LIVING WAGE / LIVING HEALTH (MCO/HCAO)	2,362,145	2,808,993	2,889,352	80,359	3%
MEDICAL EXAMINER	5,854,289	5,634,023	12,496,703	6,862,680	N/A
NEIGHBORHOOD BEAUTIFICATION	1,431,838	1,282,778	835,000	(447,778)	(35%)
OTHER PROGRAMS	120,296	0	0	0	N/A
PROCUREMENT SERVICES	4,206,518	4,446,551	4,704,454	257,903	6%
REAL ESTATE SERVICES	20,881,151	23,186,478	23,306,303	119,825	1%
REPRODUCTION SERVICES	0	0	5,480,996	5,480,996	N/A
RISK MANAGEMENT / GENERAL	9,843,531	13,655,921	12,583,793	(1,072,128)	(8%)
TOURISM EVENTS	69,085,598	70,719,217	70,820,558	101,341	0%
TREASURE ISLAND	1,365,213	1,510,151	1,626,495	116,344	8%
VEHICLE & EQUIPMENT MAINT & FUELING	23,719,176	23,368,977	24,306,335	937,358	4%
GENERAL SERVICES AGENCY - CITY ADMIN	205,445,826	238,598,268	251,082,102	12,483,834	5%
GENERAL SERVICES AGENCY - TECHNOLOGY					
ADMINISTRATION	23,290,884	23,811,153	25,640,778	1,829,625	8%
GOVERNANCE AND OUTREACH	5,133,850	6,737,518	7,565,870	828,352	12%
OPERATIONS	31,693,736	32,177,636	30,878,230	(1,299,406)	(4%)
REPRODUCTION SERVICES	7,007,554	5,393,640	0	(5,393,640)	(100%)
TECHNOLOGY	3,403,691	2,427,644	1,807,472	(620,172)	(26%)
TECHNOLOGY SERVICES/PUBLIC SAFETY	10,992,115	7,457,094	8,949,264	1,492,170	20%
GENERAL SERVICES AGENCY - TECHNOLOGY	81,521,830	78,004,685	74,841,614	(3,163,071)	(4%)
HEALTH SERVICE SYSTEM					
HEALTH SERVICE SYSTEM	5,605,766	6,234,937	6,518,485	283,548	5%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
HEALTH SERVICE SYSTEM					
HEALTH SERVICE SYSTEM	5,605,766	6,234,937	6,518,485	283,548	5%
HUMAN RESOURCES					
ADMINISTRATION	1,431,133	287,331	517,926	230,595	80%
CLASS AND COMPENSATION	0	543,479	682,682	139,203	26%
EMPLOYEE RELATIONS	5,060,077	3,639,518	4,540,952	901,434	25%
EQUAL EMPLOYMENT OPPORTUNITY	1,041,913	1,231,662	1,104,758	(126,904)	(10%)
RECRUIT/ ASSESS/ CLIENT SERVICES	8,107,964	7,609,764	7,099,389	(510,375)	(7%)
WORKERS COMPENSATION	56,160,176	57,433,463	58,330,773	897,310	2%
WORKFORCE DEVELOPMENT	681,110	936,737	855,046	(81,691)	(9%)
HUMAN RESOURCES	72,482,373	71,681,954	73,131,526	1,449,572	2%
MAYOR					
AFFORDABLE HOUSING	10,070,444	1,297,537	1,813,992	516,455	40%
CITY ADMINISTRATION	4,369,991	4,226,853	4,227,371	518	0%
COMMUNITY INVESTMENT	3,611,472	1,871,671	1,812,453	(59,218)	(3%)
CRIMINAL JUSTICE	2,191,154	8,052	8,097	45	1%
HOMELESS SERVICES	3,271,442	4,927,627	5,063,967	136,340	3%
LEAD-BASED PAINT HAZARD CONTROL PROGRAM	877,566	0	0	0	N/A
NEIGHBORHOOD SERVICES	728,586	519,356	191,995	(327,361)	(63%)
OTHER PROGRAMS	45,994	0	0	0	N/A
PUBLIC FINANCE	1,667,276	0	0	0	N/A
PUBLIC POLICY & FINANCE	1,273,101	1,216,238	1,279,416	63,178	5%
MAYOR	28,107,026	14,067,334	14,397,291	329,957	2%
RETIREMENT SYSTEM					
ADMINISTRATION	2,499,286	2,453,499	1,414,054	(1,039,445)	(42%)
EMPLOYEE DEFERRED COMP PLAN	476,083	580,311	780,054	199,743	34%
INVESTMENT	5,515,630	2,759,195	2,957,796	198,601	7%
RETIREMENT SERVICES	10,936,398	13,928,627	14,553,277	624,650	4%
RETIREMENT SYSTEM	19,427,397	19,721,632	19,705,181	(16,451)	0%
TREASURER/TAX COLLECTOR					
BUSINESS TAX	4,959,332	5,431,773	6,312,938	881,165	16%
DELINQUENT REVENUE	8,878,032	8,815,112	8,745,332	(69,780)	(1%)
INVESTMENT	1,172,476	1,609,203	1,982,550	373,347	23%
LEGAL SERVICE	366,012	179,597	209,736	30,139	17%
MANAGEMENT	4,797,931	4,546,554	5,000,830	454,276	10%
PROPERTY TAX/LICENSE	1,820,819	2,479,875	2,327,782	(152,093)	(6%)
TAXPAYER ASSISTANCE	1,664,950	1,100,876	1,169,403	68,527	6%
TRANSFER TAX	478,216	0	0	0	N/A
TREASURY	2,190,008	2,720,978	2,711,062	(9,916)	0%
TREASURER/TAX COLLECTOR	26,327,776	26,883,968	28,459,633	1,575,665	6%
Service Area: 06 Subtotals					
	609,804,909	619,266,434	651,996,318	32,729,884	5%

USES BY SERVICE AREA, DEPARTMENT AND PROGRAM

Program	2009-2010 Actual	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 07 GENERAL CITY RESPONSIBILITIES					
GENERAL CITY RESPONSIBILITY					
GENERAL CITY RESPONSIBILITIES	905,130,852	868,670,271	985,858,704	117,188,433	13%
INDIGENT DEFENSE/GRAND JURY	0	0	750,000	750,000	N/A
RETIREE HEALTH CARE - PROP 8	0	0	6,545,000	6,545,000	N/A
GENERAL CITY RESPONSIBILITY	905,130,852	868,670,271	993,153,704	124,483,433	14%
GENERAL FUND UNALLOCATED					
GENERAL FUND UNALLOCATED	4,100,724	0	0	0	N/A
GENERAL FUND UNALLOCATED	4,100,724	0	0	0	N/A
Service Area: 07 Subtotals	909,231,576	868,670,271	993,153,704	124,483,433	14%
Expenditure Subtotals					
	7,359,024,036	7,746,697,723	8,155,467,062	408,769,339	5%
Less Interdepartmental Recoveries And Transfers	(1,267,917,385)	(1,184,039,379)	(1,326,761,231)	(142,721,852)	(12%)
Net Uses	6,091,106,651	6,562,658,343	6,828,705,831	266,047,488	4%

CONSOLIDATED SCHEDULE OF SOURCES AND USES

ALL FUNDS

Sources of Funds	General Fund	Non-General Fund	Total
Prior Year Fund Balance	153,351,440	94,612,452	247,963,892
Prior Year Reserves	12,752,069	0	12,752,069
Regular Revenues	2,927,115,535	3,640,874,335	6,567,989,870
Transfers	157,145,894	(157,145,894)	0
Total Sources of Funds	3,250,364,938	3,578,340,893	6,828,705,831

Uses of Funds	General Fund	Non-General Fund	Total
Regular Expenditures :			
Gross Expenditures	2,973,765,394	4,388,024,850	7,361,790,244
Less Interdepartmental Recoveries	(339,013,467)	(572,944,127)	(911,957,594)
Net Regular Expenditures	2,634,751,927	3,815,080,723	6,449,832,650
General Fund Contribution Transfer	525,633,917	(525,633,917)	0
Capital Projects	31,902,859	234,501,645	266,404,504
Facilities Maintenance	8,576,235	27,855,322	36,431,557
Reserves	49,500,000	26,537,120	76,037,120
Total Uses of Funds	3,250,364,938	3,578,340,893	6,828,705,831

AUTHORIZED POSITIONS, GRAND RECAP DETAIL

Position Detail	2009-2010 Budget	2010-2011 Budget	2011-2012 Proposed	Chg from 2010-2011	% Chg
Operating					
Permanent	29,151.10	28,679.27	28,766.20	86.93	0%
Temporary	439.40	507.21	527.47	20.26	4%
Non-Operating					
Grant	361.63	359.35	370.87	11.52	3%
Capital/Other	1,544.35	1,531.19	1,540.20	9.01	1%
Authorized Positions - Subtotal:	31,496.48	31,077.02	31,204.74	127.72	0%
Unfunded Positions					
Attrition Savings	(2,879.21)	(3,102.60)	(3,054.90)	47.70	2%
Capital/Other	(1,895.88)	(1,866.45)	(1,872.69)	(6.24)	0%
Unfunded Positions - Subtotal:	(4,775.09)	(4,969.05)	(4,927.59)	41.46	1%
Net Funded Positions:	26,721.39	26,107.97	26,277.15	169.18	1%

FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

Department	2009-2010 Budget	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 01 PUBLIC PROTECTION					
ADULT PROBATION	101.32	102.95	107.29	4.34	4%
DEPARTMENT OF EMERGENCY MANAGEMENT	244.40	228.29	219.13	(9.16)	(4%)
DISTRICT ATTORNEY	240.89	243.22	240.06	(3.16)	(1%)
FIRE DEPARTMENT	1,532.25	1,512.10	1,494.51	(17.59)	(1%)
JUVENILE PROBATION	243.78	238.37	236.49	(1.88)	(1%)
POLICE	2,756.34	2,680.82	2,654.53	(26.29)	(1%)
PUBLIC DEFENDER	150.77	156.47	160.96	4.49	3%
SHERIFF	1,047.92	952.71	998.84	46.13	5%
Service Area: 01 TOTAL	6,317.67	6,114.93	6,111.81	(3.12)	0%
Service Area: 02 PUBLIC WORKS, TRANSPORTATION & COMMERCE					
AIRPORT COMMISSION	1,232.56	1,293.59	1,382.51	88.92	7%
BOARD OF APPEALS	5.00	5.00	5.00	0	0%
DEPARTMENT OF BUILDING INSPECTION	205.05	227.47	244.88	17.41	8%
ECONOMIC AND WORKFORCE DEVELOPMENT	56.44	58.54	64.53	5.99	10%
GENERAL SERVICES AGENCY - PUBLIC WORKS	821.52	791.38	784.85	(6.53)	(1%)
MUNICIPAL TRANSPORTATION AGENCY	4,366.56	4,159.86	4,140.59	(19.27)	0%
PORT	215.05	216.83	222.16	5.33	2%
PUBLIC UTILITIES COMMISSION	1,549.40	1,583.85	1,626.91	43.06	3%
Service Area: 02 TOTAL	8,451.58	8,336.52	8,471.43	134.91	2%
Service Area: 03 HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
CHILD SUPPORT SERVICES	116.70	110.26	94.44	(15.82)	(14%)
CHILDREN AND FAMILIES COMMISSION	16.00	16.33	16.60	0.27	2%
CHILDREN; YOUTH & THEIR FAMILIES	33.87	32.41	32.58	0.17	1%
COUNTY EDUCATION OFFICE	0.99	0.99	0.99	0	0%
DEPARTMENT OF THE STATUS OF WOMEN	5.15	5.33	4.76	(0.57)	(11%)
ENVIRONMENT	55.97	56.20	58.79	2.59	5%
HUMAN RIGHTS COMMISSION	38.81	33.58	33.52	(0.06)	0%
HUMAN SERVICES	1,661.77	1,685.09	1,687.80	2.71	0%
RENT ARBITRATION BOARD	28.92	28.94	28.91	(0.03)	0%
Service Area: 03 TOTAL	1,958.18	1,969.13	1,958.39	(10.74)	(1%)
Service Area: 04 COMMUNITY HEALTH					
PUBLIC HEALTH	5,837.96	5,696.07	5,721.08	25.01	0%
Service Area: 04 TOTAL	5,837.96	5,696.07	5,721.08	25.01	0%

FUNDED POSITIONS, GRAND RECAP BY MAJOR SERVICE AREA AND DEPARTMENT TITLE

Department	2009-2010 Budget	2010-2011 Budget	2011-2012 Proposed	\$ Chg from 2010-2011	% Chg
Service Area: 05 CULTURE & RECREATION					
ACADEMY OF SCIENCES	12.53	13.45	12.48	(0.97)	(7%)
ARTS COMMISSION	19.41	19.89	19.37	(0.52)	(3%)
ASIAN ART MUSEUM	53.93	59.08	58.88	(0.20)	0%
FINE ARTS MUSEUM	110.47	105.82	106.49	0.67	1%
LAW LIBRARY	3.00	2.99	3.00	0.01	0%
PUBLIC LIBRARY	649.31	645.37	630.24	(15.13)	(2%)
RECREATION AND PARK COMMISSION	898.36	850.58	843.43	(7.15)	(1%)
WAR MEMORIAL	62.56	63.07	63.88	0.81	1%
Service Area: 05 TOTAL	1,809.57	1,760.25	1,737.77	(22.48)	(1%)
Service Area: 06 GENERAL ADMINISTRATION & FINANCE					
ASSESSOR / RECORDER	130.51	134.69	146.67	11.98	9%
BOARD OF SUPERVISORS	63.42	62.01	62.70	0.69	1%
CITY ATTORNEY	305.80	300.21	299.29	(0.92)	0%
CITY PLANNING	149.35	146.01	150.42	4.41	3%
CIVIL SERVICE COMMISSION	5.85	5.76	5.70	(0.06)	(1%)
CONTROLLER	180.32	193.54	201.08	7.54	4%
ELECTIONS	55.02	41.50	54.63	13.13	32%
ETHICS COMMISSION	17.91	17.46	17.32	(0.14)	(1%)
GENERAL SERVICES AGENCY - CITY ADMIN	647.08	616.23	638.72	22.49	4%
GENERAL SERVICES AGENCY - TECHNOLOGY	251.99	209.93	196.69	(13.24)	(6%)
HEALTH SERVICE SYSTEM	35.09	34.99	34.82	(0.17)	0%
HUMAN RESOURCES	138.18	118.52	123.54	5.02	4%
MAYOR	48.56	41.84	37.51	(4.33)	(10%)
RETIREMENT SYSTEM	96.87	97.70	99.02	1.32	1%
TREASURER/TAX COLLECTOR	220.48	210.68	208.56	(2.12)	(1%)
Service Area: 06 TOTAL	2,346.43	2,231.07	2,276.67	45.60	2%
Report Grand Total	26,721.39	26,107.97	26,277.15	169.18	1%



DEPARTMENT BUDGETS



ACADEMY OF SCIENCES

The mission of the Academy is to explore, explain and protect the natural world.

SERVICES

The California Academy of Sciences (the Academy) explores, explains and protects the natural world for San Francisco residents and visitors through education, public exhibits and original scientific research.

The public experience is the central focus of the California Academy of Sciences. Its goal is to connect visitors with the natural world and advance scientific literacy among people of all ages and backgrounds through the topics of the nature of life and the challenge of sustainability. The Academy accomplishes this by redefining what it means to be a science museum: a single building that evokes the interdependence of earth, ocean and space, that houses an aquarium, a planetarium and a natural history museum, that's filled with hundreds of innovative and engaging exhibits and thousands of animals. The Academy has eight scientific research departments and hosts numerous public education programs.

THE STEINHART AQUARIUM, home to 38,000 live animals that represent more than 900 separate species from around the world, is the only division of the California Academy of Sciences that receives City funding. The Aquarium, established through a gift to the City, is used to educate the public about aquatic species. The Academy has one of the most important fish collections in the world; in size alone, it is third in the U.S. and fifth in the world. It also has the largest collection of Pacific invertebrates in the U.S. (third in the world.) Together these two collections make the Academy a major center for ocean life. Its collections of reptiles, plants and insects are among the best in the world.

For more information, call (415) 379-8000 or 311; or visit www.calacademy.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	4,064,737	4,238,220	4,123,060	(115,160)	(3%)
Total FTE	13	13	12	(1)	(7%)

BUDGET ISSUES AND DETAILS

The Academy of Sciences Fiscal Year 2011–12 budget is \$4.1 million, which is three percent less than the prior year budget of \$4.2 million. The decrease is the result of lower water usage costs. Instead of pumping saltwater in to the building from the ocean, the Academy is now treating freshwater at lower cost. The Academy continues to work with other city departments to find the most cost effective operating solutions and improve sustainability at all levels.

STEINHART AQUARIUM

The Steinhart Aquarium's goal is to be the most creative, innovative, effective and respected institution of its type in the world and to lead globally. It will achieve this leadership by striving to "Make Known the World of Water" and emphasizing the following three key philosophies:

- Exhibit and emphasize the diversity, interconnectedness, importance and fragility of global ecosystems
- Develop novel, creative exhibition techniques and related programs which support the mission of the entire institution
- Practice science-based animal management and provide high quality animal care

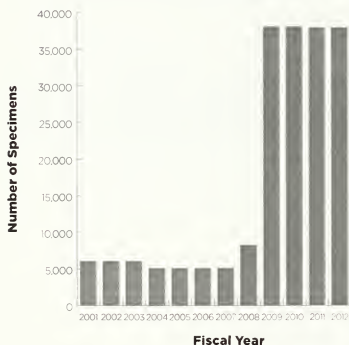
The Academy is committed to raising revenue in order to protect programs and exhibits. In an effort to increase attendance, the Academy continues to engage larger markets to make the institution and the City and County of San Francisco a premier travel destination. This spring,

the Academy partnered with the U.S. Travel Association's largest trade show and the California Travel & Tourism Commission and the San Francisco Travel Association. The goal was to encourage out-of-town visitors to extend their stay one extra day in the City for a Golden Gate Park excursion, providing economic benefits to the Academy and businesses throughout the City.

EDUCATION

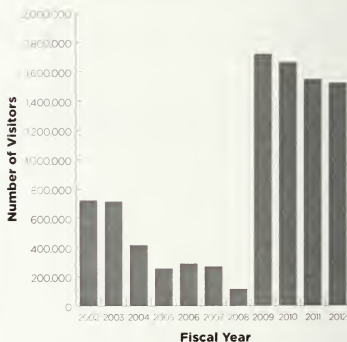
The Academy's objective is to offer highly creative, effective, and well-funded education programs that amplify the informal guest experience, strengthen pre-K through 12 education, engage students with science in a personal and direct way, inspire students to take up careers in science, and lead nationally and globally in enhancing science literacy about nature, life and its sustainability. The Academy's programs of organized informal and formal education are one of its most important services to society as well as an opportunity for regional and national leadership. In the current year, the Academy hosted over 42,000 school group visitors. For Fiscal Year 2011–12 the Academy intends to increase this capacity by 25 percent and hopes to receive over 52,000 local students. Free access programs at the Academy include Family Appreciation Day, Third Wednesday Free, and Neighborhood free days. In addition, children under three are free. This amounts to over 205,000 guests, or 12 percent of total attendance admitted at no cost.

Aquarium specimens



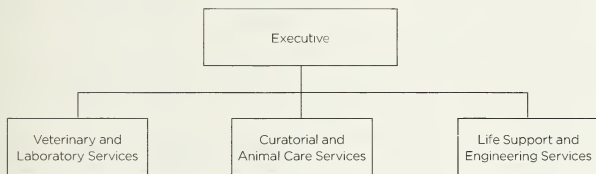
The number of specimens at the Academy has grown six-fold since opening the new facility and now approaches 40,000.

Number of visitors



The number of visitors to the Academy annually has declined slightly since the new facility opened in 2009.

ACADEMY OF SCIENCES



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	12.53	13.45	12.48	(0.97)	(7%)
Net Operating Positions	12.53	13.45	12.48	(0.97)	(7%)
SOURCES					
Local Taxes	1,208,000	1,208,000	1,208,000	0	0
General Fund Support	2,856,737	3,030,220	2,915,059	(115,161)	(4%)
Sources Total	4,064,737	4,238,220	4,123,059	(115,161)	(3%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	1,047,289	1,098,086	1,037,196	(60,890)	(6%)
Fringe Benefits	309,425	391,733	413,763	22,030	6%
Professional & Contractual Services	2,346,214	2,226,801	2,226,801	0	0
Services of Other Departments	361,809	371,600	295,300	(76,300)	(21%)
Uses - Operating Expenditures Total	4,064,737	4,088,220	3,973,060	(115,160)	(3%)
USES - PROJECT EXPENDITURES					
Facilities Maintenance	0	150,000	150,000	0	0
Uses - Project Expenditures Total	0	150,000	150,000	0	--
USES BY PROGRAM RECAP					
Academy Of Sciences	4,064,737	4,238,220	4,123,060	(115,160)	(3%)
Uses by Program Recap Total	4,064,737	4,238,220	4,123,060	(115,160)	(3%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ACADEMY OF SCIENCES				
Ensure that visitors receive an excellent guest experience				
Number of exhibit days	363	363	363	363
Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	89%	85%	85%	85%
Reach school-aged and pre-school children in San Francisco and provide educational resources to San Francisco schools and teachers.				
Number of school-aged children reached	305,710	203,176	287,000	324,000
Number of visitors to the Early Childhood Education Center	130,820	115,923	108,000	113,000
Percentage of SF schools attending the Academy or an Academy sponsored program	82%	84%	84%	84%
Reach and engage a broad range of local, national, and international visitors.				
Number of visitors (adults & children)	1,665,000	1,550,000	1,570,000	1,779,000
Number of visitors attending on Free Day	117,768	115,880	102,000	107,000
Ensure a safe and sustainable institution for the public visitors, the living collections and the aquarium staff				
Recycling rate of Academy waste	34%	70%	70%	70%

Be an exceptional airport in service to its communities.

SERVICES

The San Francisco International Airport (Airport or SFO) provides the following services:

ADMINISTRATION creates and enhances partnerships within the City and with the Airport's neighbors, recruits and maintains a competent workforce, and oversees medical services at the Airport.

BUSINESS AND FINANCE ensures that the Airport property and facilities are used to achieve maximum non-airline revenue return, provides the proper environment for existing and new businesses; develops and implements innovative fiscal policies and solutions; and manages the Airport's financial performance.

CHIEF OPERATING OFFICER provides executive oversight to Administration, Design and Construction, Operations, Maintenance, Planning, and the Museum program in order to ensure the delivery of safe, secure and efficient services to the traveling public; promotes high standards of customer service; and protects the environment. This division also works with the Director and Executive Committee in developing Airport-wide policy, vision, and strategy.

COMMUNICATIONS AND MARKETING provides timely and accurate information regarding the Airport to the public, media, airlines, and neighboring communities; it

also markets opportunities for new or expanded airline services, on-site parking and concessions to increase Airport revenue.

DESIGN AND CONSTRUCTION plans and implements capital improvement projects and programs at the Airport, focusing on controlling and maintaining project costs and schedules. This division also designs and constructs utility systems, buildings and other Airport systems.

MAINTENANCE keeps the Airport facilities clean, safe and running efficiently.

MUSEUMS provide a broad range of attractions for the traveling public and create an ambiance in the Airport that reflects the sophistication and cultural diversity of San Francisco.

OPERATIONS AND SECURITY manages the airfield, public transportation, terminals, airport security program and emergency procedures to provide the public with a safe, secure, efficient, and customer-friendly Airport.

PLANNING prepares long-range facility development planning studies and analyzes projects to support the development of the Airport capital improvement program.

For more information, call (650) 821-5042 or 311; or visit www.flysfo.com

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	2012-13 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	677,662,507	747,747,922	755,749,681	826,247,925	8,001,759	1%
Total FTE	1,233	1,294	1,383	1,387	89	7%

BUDGET ISSUES AND DETAILS

Due to a full year of operation of the newly renovated Terminal 2, the Airport's proposed operating budget of \$710 million is increasing by \$37 million (5.5 percent) over the Fiscal Year 2010–11 budget of \$673 million. The Airport budget also includes \$38.7 million of annual appropriations for capital projects and \$7.1 million for facilities maintenance as part of a planned \$954 million infrastructure investment over the next ten years.

NEW FIVE-YEAR STRATEGIC PLAN

Airport staff developed a new five-year strategic plan with a mission statement, vision statement, overall goals, objectives, and strategic initiatives to guide the Airport for the next five years. When this initiative launched, the Airport was in a strong position: for two years in row, SFO was one of the three fastest growing airports in the world, its finances were strong, it had just welcomed four new international carriers, Virgin America was growing, and the Airport was in the process of remodeling Terminal 2. From this position of strength, executive staff created a new five-year strategic plan for SFO and worked to change the culture of the workplace – to make it more inclusive, more open to change, more ready for the future, and to empower workers by reaching down into the ranks for great ideas and great initiatives among employees.

AIRPORT CAPITAL PROGRAM

Over the next ten years, the Airport plans to spend \$954 million on capital projects. As part of this investment, the Fiscal Year 2011–12 Airport budget includes \$38.7 million in annual appropriations to fund various capital projects including airfield runway and taxiway reconstruction, runway safety area planning, terminal renovations and upgrades to terminal baggage systems. Funding sources for these projects come from grants, interest earnings from bonds, and bond proceeds. The proposed budget provides \$44.4 million in grant funds for improvements to the checked baggage systems in the International Terminal and Terminal 3. The Capital Plan also includes \$206.5 million for the Runway Safety Area project to meet Federal Aviation Administration (FAA) requirements, and funding to complete renovations to Boarding Area E in Terminal 3.

PASSENGER TRAFFIC TRENDS

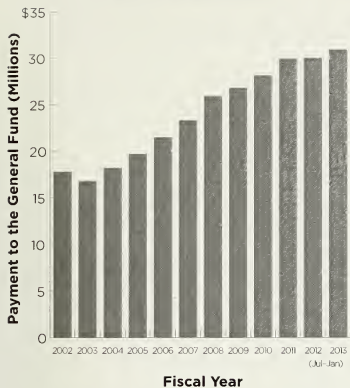
Fiscal Year 2010–11 is projected to end 3.1 percent higher than the prior year, with a total of 19.7 million enplanements (the number of passengers boarding an airplane). In 2010, SFO moved up in the airport rankings based on enplanements from tenth to eighth in the country. Enplanements are forecast to increase an additional 1.6 percent to 20.0 million in Fiscal Year 2011–12, and increase by another 1.9 percent to 20.4 million in Fiscal Year 2012–13. Domestic travel is forecast to increase, but at a slower rate than the last several years. As the world economy recovers from the global recession, international traffic is projected to drive long-term growth in enplanements.

Recent increases in service at SFO reflect growth in domestic and international travel, with new or increased flights by Virgin America, Swiss International, LAN Peru, Air Canada, and WestJet, offsetting discontinuation of service by Mexicana. As a result of their merger, passenger services of United Airlines and Continental Airlines combined beginning May 1, 2011. However, with only two overlapping destinations, the merger is expected to have little effect on enplanements at the Airport. Similarly, Southwest Airlines' planned acquisition of AirTran in mid-2011 is expected to have little effect, as the two airlines have no overlapping destinations at the Airport. The Airport will continue its marketing efforts to attract new international and domestic air carriers to SFO and to expand the operations of existing air carriers.

SAFETY AND SECURITY

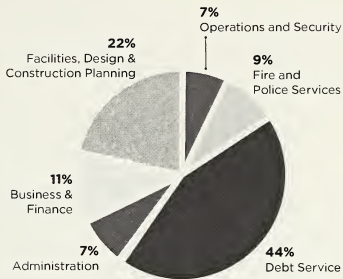
Safety and security remain fundamental to the operation of SFO. For more than a decade, the Airport has actively sought, developed and deployed cost-effective technology solutions to enhance safety, security and efficiency. In the coming year, SFO will receive significant grant funds from the Transportation Security Administration (TSA) to upgrade its explosive detection systems that are an integral part of the baggage handling systems in the International Terminal and Terminal 3.

Annual Service Payment to the General Fund



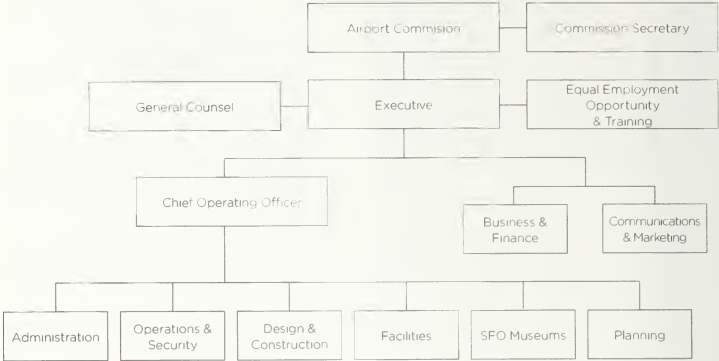
SFO has a unique provision which allows the airport to pay 15 percent of its concession revenues to the City and County of San Francisco, called the Annual Service Payment (ASP).

Resources by Service Area



The Airport projects to spend 44 percent of their overall budget on debt service; the Department undertakes many large capital projects each year, for example the remodeling of Terminal 2, that require long term planning and funding.

AIRPORT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-211	2011-12			2012-13		
	Actual	Original	Proposed	Chg from 2010-11	% Chg 2010-11	Proposed	Chg from 2010-11	% Chg 2011-12
AUTHORIZED POSITIONS								
Total Authorized	1,359.56	1,421.13	1,505.51	84.38	6%	1,509.82	4.31	0%
Non-operating Positions (cap/other)	(127.00)	(127.54)	(123.00)	4.54	(4%)	(123.00)	0.00	0
Net Operating Positions	1,232.56	1,293.59	1,382.51	88.92	7%	1,386.82	4.31	0%
SOURCES								
Licenses & Fines	(28.661)	263.000	249,000	(14,000)	(5%)	249,000	0	0
Use of Money or Property	215,300.259	221,784,189	231,238,000	9,453,811	4%	238,420,000	7,182,000	3%
Intergovernmental Revenue - Federal	22,189,494	51,139,558	32,386,032	(18,753,526)	(37%)	70,756,785	38,370,753	N/A
Intergovernmental Revenue - State	0	0	567,003	567,003	N/A	0	(567,003)	(100%)
Charges for Services	428,824,958	456,247,589	487,445,000	31,197,411	7%	537,273,000	49,828,000	10%
Other Revenues	78,909,458	36,888,816	35,776,000	(1,112,816)	(3%)	37,096,000	1,320,000	4%
Transfers In	17,765,045	118,365,012	111,292,586	(7,072,426)	(6%)	125,724,705	14,432,119	13%
Expenditure Recovery	30,234	22,000	35,000	13,000	59%	25,000	(10,000)	(29%)
Transfer Adjustments-Sources	(17,725,045)	(178,048,082)	(176,923,579)	1,124,503	(1%)	(194,210,631)	(17,287,052)	10%
Use of / (Deposit to) Fund Balance	(67,603,235)	41,085,840	33,684,639	(7,401,201)	(18%)	10,914,066	(22,770,573)	(68%)
Sources Total	677,662,507	747,747,922	755,749,681	8,001,759	1%	826,247,925	70,498,244	9%
USES - OPERATING EXPENDITURES								
Salaries & Wages	98,360,040	99,718,470	108,941,544	9,223,074	9%	114,471,863	5,530,319	5%
Fringe Benefits	40,105,625	57,520,245	63,073,075	5,552,830	10%	68,679,574	5,606,499	9%
Overhead	47,406	0	0	0	N/A	0	0	N/A
Professional & Contractual Services	71,643,635	90,352,585	92,528,815	2,176,230	2%	86,365,915	(6,162,900)	(7%)
Materials & Supplies	12,343,518	14,329,983	15,431,227	1,101,244	8%	15,289,027	(142,200)	(1%)
Equipment	2,451,178	1,771,339	2,384,563	613,224	35%	2,436,738	52,175	2%
Debt Service	289,836,306	328,291,154	342,780,901	14,489,747	4%	354,927,413	12,146,512	4%
Services of Other Departments	45,564,582	52,493,899	54,537,653	2,043,754	4%	57,348,397	2,810,744	5%
Transfers Out	45,825,089	147,261,140	141,590,586	(5,670,554)	(4%)	156,863,705	15,273,119	11%
Budgetary Reserves	0	0	0	0	N/A	908,213	908,213	N/A
Transfer Adjustments-Uses	(17,725,045)	(118,365,012)	(111,292,586)	7,072,426	(6%)	(125,724,705)	(14,432,119)	13%
Uses - Operating Expenditures Total	588,452,334	673,373,803	709,975,778	36,601,975	5%	731,566,140	21,590,362	3%
USES - PROJECT EXPENDITURES								
Facilities Maintenance	636,758	6,000,000	7,075,000	1,075,000	18%	8,500,000	1,425,000	20%
Capital Projects	88,573,415	68,374,119	38,698,903	(29,675,216)	(43%)	86,181,785	47,882,882	N/A
Uses - Project Expenditures Total	89,210,173	74,374,119	45,773,903	(28,600,216)	(38%)	94,681,785	48,907,882	N/A
USES BY PROGRAM RECAP								
Administration	29,922,960	37,156,965	36,936,959	(220,006)	(1%)	37,998,233	1,061,274	3%
Airport Director	6,761,384	10,979,545	14,643,261	3,663,716	33%	8,808,672	(5,834,589)	(40%)
Bureau Of Design And Construction	2,342,947	2,856,659	2,707,041	(149,618)	(5%)	2,789,437	82,396	3%
Business & Finance	355,598,187	413,579,649	425,224,912	15,645,263	4%	445,002,625	15,777,713	4%
Capital Projects And Grants	0	68,374,119	39,498,903	(28,875,216)	(42%)	86,981,785	47,482,882	N/A
Chief Operating Officer	3,615,796	4,013,545	4,679,735	666,190	17%	4,880,763	201,028	4%
Communications & Marketing	5,524,672	5,867,878	5,932,952	65,074	1%	6,126,410	193,458	3%
Continuing Projects, Maint And Renewal	3,761,391	6,000,000	7,075,000	1,075,000	18%	8,500,000	1,425,000	20%
Facilities	130,657,474	138,474,553	153,098,383	14,623,830	11%	162,016,824	8,918,441	6%
Facilities Maintenance,Construction	86,946,099	0	0	0	N/A	0	0	N/A
Fire Airport Bureau Non-Personnel Cost	524,256	849,417	813,542	(35,875)	(4%)	705,843	(107,699)	(13%)
Operations And Security	46,665,352	51,535,730	54,515,318	2,979,588	6%	56,097,885	1,582,567	3%
Other Programs	13,180	0	0	0	N/A	0	0	N/A
Planning Division	3,444,745	3,888,957	4,126,230	237,273	6%	4,290,376	164,146	4%
Police Airport Bureau Non-Personnel Cost	1,884,064	4,170,905	2,497,445	(1,673,460)	(40%)	2,049,072	(448,373)	(18%)
Uses by Program Recap Total	677,662,507	747,747,922	755,749,681	8,001,759	1%	826,247,925	70,498,244	9%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target	2012-13 Target
ADMINISTRATION, BUSINESS					
Contribute to the strength of the local economy					
Percent change in domestic air passenger volume	6.1%	1.5%	2.8%	1.2%	1.2%
Percent change in international air passenger volume	0.5%	5.5%	4.5%	3.0%	4.4%
Increase concession revenues					
Total concession revenue per enplaned passenger	\$9.57	\$9.22	\$9.85	\$9.76	\$9.84
Control airline cost per enplaned passenger					
Airline cost per enplaned passenger (in constant 2008 dollars)	\$13.62	\$14.35	\$13.89	\$14.49	\$15.76
SAFETY & SECURITY					
Provide accessible and convenient facilities and superior customer service					
Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)	3.9	4.0	4.0	4.0	4.0
Average immigration and customs wait times as a percent of the average of five comparable airports	99%	92%	98%	96%	94%

ADULT PROBATION

Protecting the community, serving justice and changing lives.

SERVICES

The San Francisco Adult Probation Department (ADP) is an integral partner in the City's criminal justice system and contributes to public safety through its court services, evidence based supervision and treatment referral functions. ADP supervises approximately 6,400 adult offenders on court-ordered adult probation supervision and diversion programs.

PRE-SENTENCE INVESTIGATIONS DIVISION

prepares pre-sentencing investigative and supplemental reports to the Superior Court when a defendant is charged with a felony offense or has violated the conditions of his or her probation. The reports include an evidence based practice risk and needs assessment to aid the Courts in sentencing decisions. Support staff maintains the official Department records for probationers and processes reports.

COMMUNITY SERVICES SUPERVISION DIVISION

provides supportive services through evidence based supervision with wrap-around care and treatment services to probationers to promote their success and ensure accountability for their compliance with the probation terms and conditions established by the courts. In addition to enforcing court orders, probation officers facilitate re-socialization of probationers and assist victims. Specialized Intensive Services Units closely monitor high-risk probationers who have committed gang, sex, drug or domestic violence offenses.

ADMINISTRATIVE SERVICES DIVISION provides fiscal management, personnel and payroll services, grants and contract administration, operational and performance analysis, capital improvements and management information services.

For more information call (415) 553-1706 or 311; or visit www.sfgov.org/adultprobation

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	11,657,074	12,389,914	14,643,141	2,253,227	18%
Total FTE	101	103	107	4	4%

BUDGET ISSUES AND DETAILS

The Fiscal Year 2011–12 budget is \$14.6 million, which is 18 percent more than the prior year budget of \$12.4 million. The proposed budget provides funding in preparation for State public safety realignment and for the continued implementation and improvement of evidence based supervision probation practices to enhance public safety, maximize offender restitution, reconciliation, and restorative services to victims of crime. The Department holds offenders accountable for successful compliance with applicable court orders and conditions of supervision and reduces criminal justice system-wide costs by reducing recidivism. An automated software tool and training will allow the Department to accurately classify offenders according to risk for recidivism and redeploy staff and resources to medium and high-risk offenders which will produce improved outcomes.

JUSTICE REINVESTMENT INITIATIVE

APD is taking a leadership role in managing the Justice Reinvestment Initiative, a technical assistance grant funded by the US Department of Justice. The goal of the work is to develop a comprehensive community corrections model which includes expanded alternatives to incarceration, case management of offenders, and improved services to communities most impacted by crime and incarceration. Through justice reinvestment efforts, APD and its partners can improve public safety and public health outcomes, reduce costs, reduce recidivism, reduce racial disparities, and begin to break the intergenerational cycle of incarceration.

IMPLEMENTATION OF CASE MANAGEMENT AND RISK AND NEEDS ASSESSMENT SYSTEM

Northpointe's COMPAS will provide an integrated Case Management and Risk/Needs Assessment single database solution. COMPAS will enable the Department to fully implement evidenced based probation supervision practices and comply with state data requirements. The compliance data will include performance information including recidivism data and probation outcomes that are critical for implementing evidenced based probation supervision and case management. COMPAS will enable the Department to utilize these assessments for managing dual jurisdictional state and county cases and build new assessments utilizing existing data for re-offenders, re-entry and pre-trial purposes.

DOMESTIC VIOLENCE PROGRAM

The Adult Probation Department established a community based Adult Probation office that will provide services to probationers residing in the Bayview which will enhance intensive supervision for successful probation outcomes. In addition the APD received grant funding from the Department of Justice Violence Against Women Act to enhance the Adult Probation Department Domestic Violence Program. Grant funding provides for one Deputy Probation Officer and two Probation Aides.

IMPROVING PROBATION OUTCOMES FOR YOUTH

The Adult Probation Department will continue to enhance the Transitional Age Youth offender program and focuses on providing intensive probation supervision to 18 to 25-year olds. In collaboration with community based organizations, the program will provide a full continuum of services aimed at reducing recidivism among youth offenders. Probation officers will network where probationers reside to enforce pro-social behaviors with the assistance of community support groups. Probation officers will provide direct supervision and serve as case managers linking and overseeing the services provided by these community based organizations.

LEVERAGING FEDERAL AND STATE FUNDING

The Department has been awarded a total of \$1.12 million in federal and state grants to fund five probation officers in Fiscal Year 2011–12. Senate Bill 678 provides funding for the implementation of evidence based probation supervision practices including training for officers, individualized case planning based on risk and needs assessment, case management including treatment services and a program of graduated sanctions to reward positive outcomes.

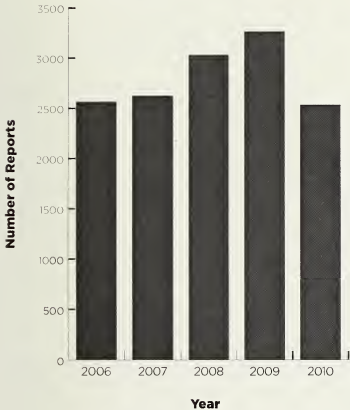
Federal JAG funds will enhance probation supervision to reduce drug related offenses and improve coordination among law enforcement, criminal justice, drug treatment and community crime prevention agencies. The officers will provide additional supervision to high risk probationers and will coordinate with the Police Department to focus on serving neighborhoods targeted by the zone strategy.

STATE REALIGNMENT

AB 109, recently passed by the State, amends current law to realign certain responsibilities for lower level offenders, adult parolees and juvenile offenders from the State to local jurisdictions. The proposed shift would allocate resources directly to the county that is responsible for public safety

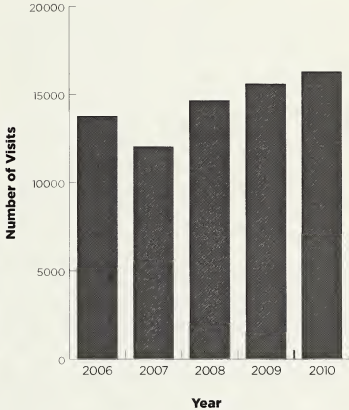
although funding levels from the State for realignment are uncertain at this time. The passage of AB 109 will result in significantly increased supervision caseloads in the Adult Probation Department. However, funding levels to counties to pay for these new responsibilities is uncertain and is currently under discussion through the State budget process.

Reports Submitted to the Superior Court



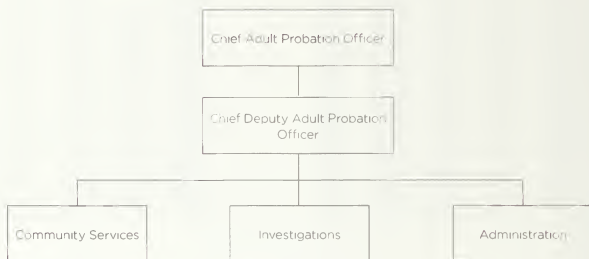
In Fiscal Year 2009-10 there was a decrease of 729 reports from the prior year. The decrease is due to delayed, dismissed and discharged drug and narcotic cases during the year.

Client Visits



In Fiscal Year 2009-10, there was an increase of 693 visits to the department from the prior year. There has been a 35 percent increase in visits to the Department since 2007, representing an average annual increase of 9 percent.

ADULT PROBATION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	101.32	102.95	107.29	4.34	4%
Net Operating Positions	101.32	102.95	107.29	4.34	4%
SOURCES					
Intergovernmental Revenue - Federal	246,335	991,856	1,051,218	59,362	6%
Intergovernmental Revenue - State	164,954	211,988	211,645	(343)	0%
Charges for Services	225,446	230,000	230,000	0	0
Expenditure Recovery	169,965	175,239	120,960	(54,279)	(31%)
Use of / (Deposit to) Fund Balance	(2)	0	0	0	N/A
General Fund Support	10,850,376	10,780,831	13,029,319	2,248,488	21%
Sources Total	11,657,074	12,389,914	14,643,142	2,253,228	18%
USES - OPERATING EXPENDITURES					
Salaries & Wages	7,684,150	7,757,292	8,559,125	801,833	10%
Fringe Benefits	2,980,105	3,305,145	3,869,154	564,009	17%
Professional & Contractual Services	163,030	427,641	1,075,570	647,929	N/A
Aid Assistance / Grants	0	159,700	159,700	0	0
Materials & Supplies	122,041	106,161	118,573	12,412	12%
Equipment	0	0	6,500	6,500	N/A
Services of Other Departments	707,748	633,975	854,519	220,544	35%
Uses - Operating Expenditures Total	11,657,074	12,389,914	14,643,141	2,253,227	18%
USES BY PROGRAM RECAP					
Administration - Adult Probation	1,873,080	1,702,670	2,886,253	1,183,583	70%
Community Services	6,763,559	7,588,278	8,336,819	748,541	10%
Pre - Sentencing Investigation	2,949,401	2,862,700	2,888,813	26,113	1%
Work Orders & Grants	71,034	236,266	531,256	294,990	N/A
Uses by Program Recap Total	11,657,074	12,389,914	14,643,141	2,253,227	18%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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ADMINISTRATION - ADULT PROBATION

Maximize staff effectiveness

Percentage of available employees receiving performance appraisals	100%	100%	100%	100%
Percentage of eligible APD peace officer employees completing a minimum of 40 hours of mandated training	100%	100%	100%	100%

COMMUNITY SERVICES

Provide protection to the community through supervision and provision of appropriate services to adult probationers

Maximum established caseload size per probation officer in the domestic violence unit	77	72	76	72
Number of site visits made to batterer treatment programs	51	60	60	60
Number of community meetings attended by probation staff	159	150	250	200
Number of visits to the Department	16,299	13,400	16,300	15,000

PRE-SENTENCING INVESTIGATION

Provide timely reports to guide the courts with rendering appropriate sentencing decisions

Percentage of reports submitted to the Court two days prior to sentencing as per agreement with the Courts	99%	100%	99%	100%
Percentage of identifiable victims for whom notification was attempted prior to the sentencing of the defendant	96%	100%	100%	100%

ARTS COMMISSION

To promote and integrate the arts into all aspects of city life.

SERVICES

The San Francisco Arts Commission (SFAC) has jurisdiction over all of the art belonging to the City (excluding the art included in the collections of the Asian Art and Fine Arts Museums) and is charged by the City Charter with the stewardship of this cultural legacy. SFAC manages programs in the following areas:

THE CIVIC ART COLLECTION PROGRAM oversees the care and maintenance of 4,000 objects in all media that comprise the Civic Art Collection, including over 100 historic monuments.

THE PUBLIC ART PROGRAM acquires new art for the City and is funded with two percent of the construction cost of city capital improvement projects, as mandated by the City's Administrative Code.

COMMUNITY ARTS AND EDUCATION (CAE) promotes community revitalization through the arts in economically disadvantaged and undeserved areas via the City's four neighborhood and two virtual cultural centers.

CULTURAL EQUITY GRANTS (CEG) nurtures the arts in the City's diverse populations by providing vital grant and knowledge-building support to community arts and cultural organizations, and individual artists.

THE STREET ARTISTS PROGRAM provides a means for approximately 450 local crafts people to sell handmade products in legal vending spaces throughout the City through a licensing program that is recognized as a national model.

THE CIVIC DESIGN COMMITTEE fulfills the SFAC's original Charter mandate to review the design of all structures placed on City property to ensure the quality of the built environment in San Francisco.

THE ARTS COMMISSION GALLERY operates in three venues in the Civic Center primarily featuring the work of local emerging artists and occasionally pairing them with the work of renowned artists.

For more information, call (415) 252-2590 or 311; or visit www.sfartscommission.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	10,633,659	9,845,283	10,291,940	446,657	5%
Total FTE	19	20	19	(1)	(3%)

BUDGET ISSUES AND DETAILS

The Arts Commission Fiscal Year 2011-12 budget is \$10.3 million, which is five percent more than the prior year budget of \$9.8 million. The increase is the result of a rise in the cost of salaries and benefits. In order to comply with the Mayor's request for General Fund savings, the Department chose to propose allocating slightly less funding to the Cultural Equity Grants (CEG) program and the Cultural Centers. As all of the Department's staff and numerous other programs are funded by other revenue sources, the Department was able to contribute to eliminating the deficit while still preserving all of their core functions and continuing other projects as previously described.

CULTURAL EQUITY GRANTS

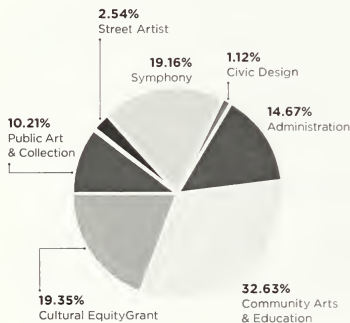
In Fiscal Year 2011-12, CEG will continue to provide financial and technical assistance to individual artists and small and mid-sized organizations rooted in historically underserved communities, reflective of San Francisco's rich diverse cultures. Through the program, \$1.9 million

in grants will be distributed to over 130 grantees for the creation and presentation of new work, strengthening organizational sustainability, ensuring accessible venues, and building partnerships across sectors. Over 8,000 artists and over one million community and audience members will be engaged through almost 1,400 public activities.

CULTURAL CENTERS

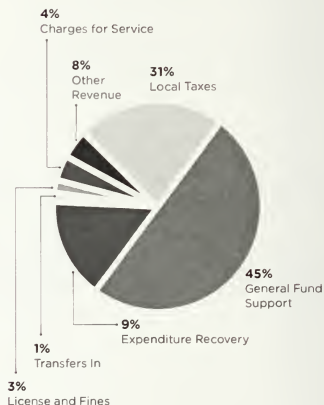
The Cultural Centers consist of four neighborhood and two virtual centers: the African American Art and Culture Complex, the Bayview Opera House, the Mission Cultural Center for Latino Arts, and SomArts; and the Asian Pacific Islander and Queer Cultural Center. Funds previously allocated to the Native American Cultural Center now support a Native Arts Initiative administered by CEG. The cultural centers are an asset to the City, offering low-cost classes and arts activities, and an asset to the arts community, offering low-cost rental spaces. In Fiscal Year 2011-12, the cultural centers will serve 2,565 artists, engage in 209 collaborations and 163 productions, accommodate 425 rentals and host 187,000 total guests.

Resources by Programs



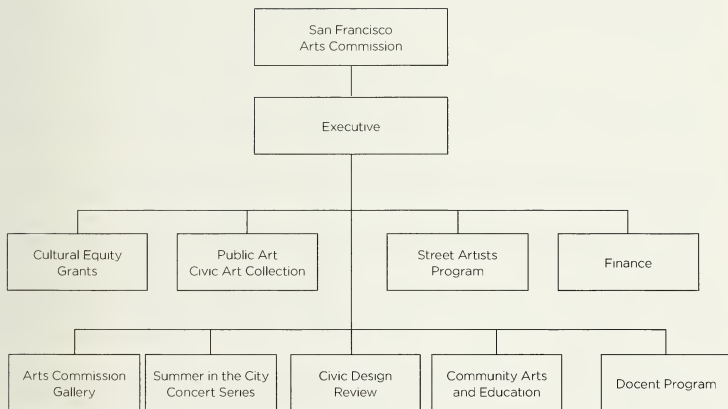
The Community Arts and Education and Cultural Equity Grants programs together represent slightly more than half of the Arts Commission's total budget.

Sources of Funds



Less than half of the Department's funding comes from the General Fund.

ARTS COMMISSION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	30.81	30.79	30.27	(0.52)	(2%)
Non-operating Positions (cap/other)	(11.40)	(10.90)	(10.90)	0.00	0
Net Operating Positions	19.41	19.89	19.37	(0.52)	(3%)
SOURCES					
Local Taxes	3,232,000	3,232,000	3,232,000	0	0
Licenses & Fines	245,302	262,313	262,313	0	0
Use of Money or Property	2,697	8,000	0	(8,000)	(100%)
Intergovernmental Revenue - Federal	50,000	0	0	0	N/A
Charges for Services	846,120	371,473	402,062	30,589	8%
Other Revenues	818,084	764,113	792,606	28,493	4%
Transfers In	250,000	55,000	55,000	0	0
Expenditure Recovery	1,934,631	892,254	892,254	0	0
Use of / (Deposit to) Fund Balance	(597,462)	0	0	0	N/A
General Fund Support	3,852,287	4,260,130	4,655,705	395,575	9%
Sources Total	10,633,659	9,845,283	10,291,940	446,657	5%
USES - OPERATING EXPENDITURES					
Salaries & Wages	1,805,463	1,455,659	1,450,821	(4,838)	0%
Fringe Benefits	662,507	657,690	684,266	26,576	4%
Overhead	0	27,479	0	(27,479)	(100%)
Professional & Contractual Services	3,851,105	2,675,155	2,764,583	89,428	3%
Aid Assistance / Grants	3,719,003	4,469,435	4,308,120	(161,315)	(4%)
Materials & Supplies	57,075	3,632	3,632	0	0
Services of Other Departments	330,308	428,483	430,518	2,035	0%
Uses - Operating Expenditures Total	10,425,461	9,717,533	9,641,940	(75,593)	(1%)
USES - PROJECT EXPENDITURES					
Facilities Maintenance	208,198	90,750	150,000	59,250	65%
Capital Renewal	0	37,000	500,000	463,000	N/A

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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ART COMMISSION-ADMINISTRATION

Ensure the quality of the built environment by providing design review of all City Building Projects.

Number of public building projects reviewed by the Civic Design Review Committee	53	60	53	53
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CIVIC COLLECTION

Maintain the City's Civic Art Collection

Number of major restorations of artwork in the Civic Art Collection	5	4	9	4
Number of minor cleaning, repair and conservation projects completed	20	15	15	15

COMMUNITY ARTS & EDUCATION

Provide access to the arts in all communities by providing creative writing classes to low income, immigrant & incarcerated youth.

Number of youth participating in WritersCorps	450	450	450	450
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CULTURAL EQUITY

Provide financial support to cultural organizations to ensure all cultures of City are represented

Number of grants awarded by the Commission	139	125	127	125
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Facilitate access to assistance for potential grant applicants, especially first time applicants

Number of community application workshops	17	17	18	18
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GALLERY

Establish and nurture new relationships between SFAC and other arts and community organizations

Number of organizations SFAC worked with during year	31	20	20	20
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PUBLIC ART

Implement significant public art projects for the enjoyment of SF's residents and visitors, which are accessible to the blind and sight-impaired

Number of public art projects completed on time and on budget	14	14	18	6
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STREET ARTISTS

Assist artists in supporting themselves through selling their work

Number of licensed street artists (annual average)	422	426	430	430
Number of first-time licenses issued	180	200	182	180

ASIAN ART MUSEUM

To lead a diverse, global audience toward discovering the unique material, aesthetic and intellectual achievements of Asian art and culture.

SERVICES

THE ASIAN ART MUSEUM (AAM) houses the City's collection of over 17,000 Asian art pieces, spanning 6,000 years of history, including the Avery Brundage Collection. The museum provides long-term care, maintenance, security and display of the City's collection; hosts special exhibitions of Asian art from around the world; and produces educational and outreach programs to inform a broad, diverse public about Asian art and culture.

Through its expansive collection of art and a variety of special exhibitions, the Asian Art Museum (AAM) acts as a cultural touchstone for visitors. With continuing growth in new markets and the trend toward increasing globalization, the collections of the AAM represent a rare insight into the culture, arts and history of countries emerging as global trade partners. For many, experiencing the collections of

the AAM is their first contact with the history and cultures of Asia.

Rated as a three-star "must see" attraction by the Michelin Guide®, the AAM continues to enhance its role and reputation as a unique cultural asset to the City and County of San Francisco. The Avery Brundage collection is one of the country's most comprehensive collections of Asian art. To fully showcase the cultural value of the City's Asian Art collection, the museum actively promotes educational programming designed for a global audience of Bay Area residents, students and both domestic and international tourists.

For more information, call (415) 581-3500 or call 311; or visit www.asianart.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	7,548,792	8,007,014	7,777,867	(229,147)	(3%)
Total FTE	54	59	59	0	0%

BUDGET ISSUES AND DETAILS

The Asian Art Museum's Fiscal Year 2011–12 budget is \$7.8 million, which is a three percent decrease from the prior year budget of \$8.0 million.

FEATURED PROGRAMMING

In Fiscal Year 2011–12, the museum will host a number of notable exhibitions representing the diversity and depth of Asian art and culture.

Bali: Art, Ritual, Performance

FEBRUARY 25 – SEPTEMBER 11, 2011

Famed for its rituals and performing arts, Bali is home to one of the most vibrant cultures in Asia. *Bali: Art, Ritual, Performance* will be the first large-scale exhibition of Balinese art in the United States. A wide range of objects will be on display such as simple plaited palm images of the rice goddess, terrifying statues of Hindu deities, painted palanquins for the gods, gilt thrones for the rulers, offerings made for a family shrine, and masks carved for foreign tourists. Accompanying performances, videos, and demonstrations will reveal how many of these objects are still used in contemporary practice.

Here / Not Here: Buddha Presence in Eight Recent Works

APRIL 1 – OCTOBER 23, 2011

Bringing together nine artworks by three contemporary Southeast Asian artists, Jakkai Siributr, Sopheap Pich, and Pinaree Sanpitak, *Here/Not Here* references the Buddha's teachings to address the rapidly changing nature of contemporary life. Most of the works feature everyday materials – bamboo, rattan, and found objects – and traditional weaving and textile techniques to link tradition to contemporary developments. From a hand-woven rattan image of the Buddha in Cambodian style, to large-scale quilted textiles, to mirrored sculptures, these diverse works draw from specific cultures and personal memories, yet resonate far beyond individual biographies to explore universal experiences. They point to shifting relationships between modernization and tradition, between historical periods, and amongst cultures. Ultimately, they reinforce the flux of our globalized world.

Poetry in Clay: Korean Buncheong Ceramics from the Leeum Samsung Museum of Art

SEPTEMBER 2, 2011 – JAN 12, 2012 (DATES MAY CHANGE)

This exhibition focusing on buncheong ware, the bold and dynamic ceramic art that flourished in Korea during the fifteenth and sixteenth centuries, will feature approximately 60 works from the renowned collection of the Leeum Samsung Museum of Art in Seoul, Korea.

Included in the exhibition will be select works by modern/contemporary potters, highlighting how this tradition, which had disappeared in Korea for four hundred years, has been revived and transformed by today's artists. In addition, the exhibition will feature a handful of Edo-period Japanese ceramics from the Metropolitan Museum of Art's permanent collection, to illustrate Japanese revivals of the buncheong idiom. This exhibition is co-organized by the Metropolitan Museum of Art and the Leeum, Samsung Museum of Art in Seoul, Korea.

Maharaja: The Splendor of India's Royal Courts

OCTOBER 21, 2011 – APRIL 8, 2012

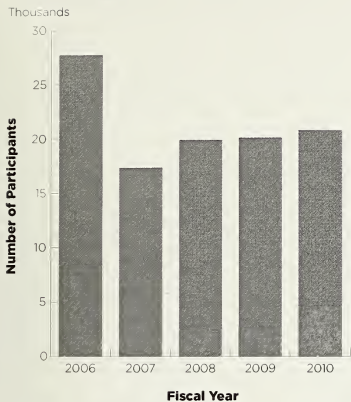
The word maharaja (literally "great king") conjures up images of spectacle. The heyday of the maharajas began in earnest after the collapse of the Mughal empire in the early eighteenth century. The exhibition opens with this period of chaos and adventure and closes with the end of British rule in 1947, when the Indian princes' territories were incorporated into the modern states of India and Pakistan. The show will explore the extraordinary culture of princely India, showcasing rich and varied objects that reflect different aspects of royal life. On display will be both Indian and Western works, featuring paintings, photography, textiles and dress, jewelry, jeweled objects, metalwork and furniture. These sensational works will be explored within a broader historical context of princely life and ideals, patronage, court culture, and alliances.

Exhibition of Contemporary Asian Art (working title)

MAY 18 – SEPTEMBER 2, 2012

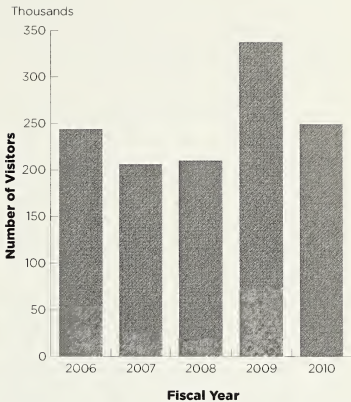
Currently under development, this exhibition will be the Asian Art Museum's first large-scale exhibition of contemporary art at its Civic Center home. The exhibition will be thematic and pan-Asian in scope, and aims to create a dialogue between recent international art and the Museum's collection.

Number of Education Program Participants



The number of education program participants in the Museum per year increased slightly in 2010.

Number of Visitors



The number of visitors in the Museum per year grew significantly in 2009 and returned to previous levels in 2010.

ASIAN ART MUSEUM



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	53.93	59.08	58.88	(0.20)	0%
Net Operating Positions	53.93	59.08	58.88	(0.20)	0%
SOURCES					
Local Taxes	2,229,000	2,229,000	2,229,000	0	0
Charges for Services	755,002	903,984	500,000	(403,984)	(45%)
Use of / (Deposit to) Fund Balance	306,776	0	0	0	N/A
General Fund Support	4,258,014	4,874,030	5,048,867	174,837	4%
Sources Total	7,548,792	8,007,014	7,777,867	(229,147)	(3%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	3,330,384	3,652,320	3,750,790	98,470	3%
Fringe Benefits	1,276,560	1,569,300	1,582,922	13,622	1%
Overhead	19,618	42,401	48,933	6,532	15%
Professional & Contractual Services	1,639,360	1,750,004	1,331,720	(418,284)	(24%)
Services of Other Departments	802,448	842,989	913,502	70,513	8%
Uses - Operating Expenditures Total	7,068,370	7,857,014	7,627,867	(229,147)	(3%)
USES - PROJECT EXPENDITURES					
Facilities Maintenance	173,644	150,000	150,000	0	0
Capital Projects	306,778	0	0	0	N/A
Uses - Project Expenditures Total	480,422	150,000	150,000	0	—
USES BY PROGRAM RECAP					
Asian Arts Museum	7,548,792	8,007,014	7,777,867	(229,147)	(3%)
Uses by Program Recap Total	7,548,792	8,007,014	7,777,867	(229,147)	(3%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ASIAN ART MUSEUM				
Increase museum membership				
Number of museum members	16,987	16,550	15,500	16,000
Increase number of museum visitors				
Number of museum visitors	249,846	240,000	200,960	225,000
Provide quality programs on Asian art and culture				
Number of education program participants	26,035	28,495	26,990	30,195
Number of public program participants	74,320	80,000	55,000	67,000

ASSESSOR-RECORDER

To assess all property tax revenues that belong to the City and County of San Francisco, ensure fair and equitable treatment of taxpayers, maintain the official records of the City and County and provide outstanding public service.

SERVICES

ASSESSOR assesses taxable real and business personal property, provides assistance to taxpayers on issues relating to property valuation, assists taxpayers in applying for exemptions and maintains the parcel map for the City and County of San Francisco.

RECORDER records and maintains official documents, assesses and collects transfer taxes and provides public access to a variety of official city records.

For more information, call (415) 554-5596 or 311; or visit www.sfassessor.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	14,303,120	18,134,324	20,776,504	2,642,180	15%
Total FTE	131	135	147	12	9%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12 the Office of the Assessor-Recorder (ASR) will implement a \$20.8 million operating budget, including \$17.7 million in General Fund support. Compared to Fiscal Year 2010–11, this is a \$2.6 million (15 percent) increase in the overall budget and a \$2.7 million (18 percent) increase in General Fund support. While the Assessor-Recorder was able to mitigate its General Fund support need by increasing revenues and cutting back on project expenditures, the increased funding need reflects an increased workload resulting from a dramatic increase in property tax appeals, driven by the major change in the economy and real estate market in recent years. The Assessor-Recorder is also increasing staff temporarily as part of an initiative to reduce the City's property assessment backlog and is investing in an information technology initiative to improve customer service and redirect staff time to assessing properties.

CAPTURE ALL TAX REVENUES

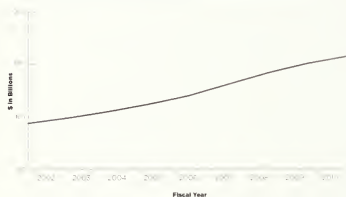
The Office of Assessor-Recorder's primary objective is to fairly administer an assessment program that captures property taxes from change-of-ownership transactions and the issuance of new construction permits. Due to the downturn in the real estate market, the volume of commercial assessment appeals has increased significantly, resulting in over 8,000 currently open appeals cases with an estimated total value under appeal of \$48.5 billion; this is more than double the value of assessment under appeal a year earlier. In order to cope with this increased workload,

the Department included \$0.9 million in the budget for nine additional staff to assess properties and \$0.7 million for additional legal services from the City Attorney's Office for appeals cases. The Department also will focus on processing the existing backlog of supplemental and escape property assessments by including \$0.9 million in the budget for seven short-term project staff. Both the appeals and assessment backlog staff are fully funded by Property Tax revenues that will be generated in Fiscal Year 2011–12.

IMPROVE BUSINESS PROCESSES AND SERVICE THROUGH TECHNOLOGY

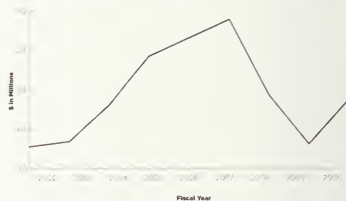
The Assessor-Recorder continues to leverage information technology (IT) to enhance many of its business processes to improve service delivery and increase efficiency. During Fiscal Year 2011–12, the office will improve its internal IT capacity and partner with the Department of Technology to implement a number of identified technology improvements including a Committee on Information Technology (COIT) approved project to strengthen the functionality of the Department's website for residents. The improvements will free up the Assessor-Recorder's staff time to conduct property assessments, generating additional revenues that will recover the cost of the project over three years.

Assessment Roll History



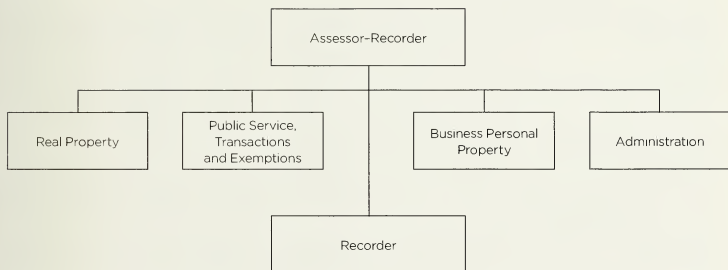
Between Fiscal Years 2008–09 and 2009–10, the City's assessment roll increased despite statewide economic difficulties. San Francisco was one of only three California counties to experience positive roll growth of greater than one percent.

Transfer Tax Revenue History



After declines in Fiscal Years 2007–08 and 2008–09, transfer tax revenue rebounded in Fiscal Year 2009–10 and is projected to maintain this recovery in Fiscal Year 2010–11.

ASSESSOR-RECORDER



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	130.51	134.69	153.67	18.98	14%
Non-operating Positions (cap/other)	0.00	0.00	(7.00)	(7.00)	N/A
Net Operating Positions	130.51	134.69	146.67	11.98	9%
SOURCES					
Charges for Services	2,971,436	2,840,000	3,070,000	230,000	8%
Transfers In	809,000	0	0	0	N/A
Expenditure Recovery	0	300,000	0	(300,000)	(100%)
Transfer Adjustments-Sources	(809,000)	0	0	0	N/A
Use of / (Deposit to) Fund Balance	(22,747)	0	0	0	N/A
General Fund Support	11,464,026	14,994,324	17,706,505	2,712,181	18%
Sources Total	14,412,715	18,134,324	20,776,505	2,642,181	15%
USES - OPERATING EXPENDITURES					
Salaries & Wages	8,965,726	9,973,109	11,240,588	1,267,479	13%
Fringe Benefits	3,196,081	3,980,143	4,658,532	678,389	17%
Overhead	64,364	79,324	62,237	(17,087)	(22%)
Professional & Contractual Services	793,087	2,687,338	2,675,260	(12,078)	0%
Materials & Supplies	75,612	127,241	222,000	94,759	74%
Equipment	7,444	121,590	125,169	3,579	3%
Services of Other Departments	1,200,806	1,165,579	1,792,718	627,139	54%
Transfers Out	809,000	0	0	0	N/A
Transfer Adjustments-Uses	(809,000)	0	0	0	N/A
Uses - Operating Expenditures Total	14,303,120	18,134,324	20,776,504	2,642,180	15%
USES - PROJECT EXPENDITURES					
Capital Projects	109,595	0	0	0	N/A
Uses - Project Expenditures Total	109,595	0	0	0	N/A
USES BY PROGRAM RECAP					
Personal Property	2,458,461	2,611,072	2,870,539	259,467	10%
Real Property	5,154,665	5,941,790	7,332,038	1,390,248	23%
Recorder	1,026,879	1,371,743	1,565,000	193,257	14%
Technical Services	5,005,953	5,401,736	7,068,089	1,666,353	31%
Transfer Tax	766,757	2,807,983	1,940,838	(867,145)	(31%)
Uses by Program Recap Total	14,412,715	18,134,324	20,776,504	2,642,180	15%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
REAL PROPERTY				
Assess all taxable property within the City and County of San Francisco				
Value (in billions) of working assessment roll (Secured Roll, excluding SBE Roll)	\$148.64	\$149.00	\$150.00	\$150.00
Value of supplemental and escape assessments (in billions)	\$21.55	\$4.15	\$10.37	\$7.00
Effectively defend and resolve assessment appeals				
Number of appeals resolved in a year	2,526	3,000	3,950	3,500
RECORDER				
Collect all fees for recording of documents				
Recording fees	\$2,970,686	\$2,851,000	\$3,250,000	\$3,070,000

BOARD OF APPEALS

To provide the public with a final administrative review process for the issuance, denial, suspension and revocation of City permits as well as for certain decisions of the Zoning Administrator, Planning Commission and Historic Preservation Commission. Reviews include an efficient, fair, and expeditious public hearing and decision-making process before an impartial panel as a last step in the City's permit issuance process.

SERVICES

The Board of Appeals provides the following services:

APPEALS PROCESSING, as required by the Charter, provides information about the appeals process is available through a variety of outlets, including the Internet, brochures, phone, fax and in-person. Appeals processing includes duly noticed public hearings and timely decisions to uphold, overrule or modify departmental decisions.

CUSTOMER SERVICE includes: (1) creating a fair and impartial forum within which appeals may be considered and decided; (2) satisfying the legal requirements surrounding the processing of appeals and providing notification of public hearings on appeals; and (3) providing appropriate access to information regarding all appeals and the appeal process.

The benchmarks used by the Board of Appeals to assess the quality of its customer service include: (1) clearly articulated timelines for assigning hearing dates; (2) established briefing schedules; (3) hearing protocols that create a fair and accessible process allowing all parties an equal opportunity to present their case. To ensure the appeals process is carried out in a timely manner, the Board of Appeals also benchmarks the speed with which the Board makes its determinations and how quickly written decisions are issued.

For more information, call (415) 575-6880 or 311; or visit www.sfgov.org/BOA

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Original Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	769,689	931,631	925,289	(6,342)	(1%)
Total FTE	5	5	5	0	--

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Board of Appeals is proposing a \$0.9 million budget, which represents a one percent decrease from the Fiscal Year 2010–11 budget. This change is wholly due to a decrease in citywide overhead costs.

As a result of the economic downturn that began in 2008, the Board of Appeals saw a decline in permit volume in Fiscal Year 2009–10, which continued in Fiscal Year 2010–11. In Fiscal Year 2011–12, the Department expects the volume to increase as the economy recovers.

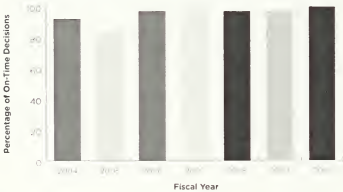
The Department continues to fine-tune its appeals-processing procedures through rules revision and staff training to improve service quality and the timely adjudication of appeals. In addition, the Board will translate educational materials into languages other than English in order to improve access to its services.

REVENUE CHANGES

The majority of appeals filed with the Board focus on land use disputes arising out of permits and other determinations issued by the City Planning Department and Department of Building Inspection. Due to an ongoing decline in the number of permit applications being filed throughout the City, the volume of permit appeals has dropped. In Fiscal Year 2011–12, as the economy begins to show signs of improvement, the appeal volume will increase.

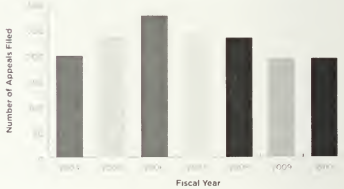
The Board's budget is derived primarily from surcharges placed on permit applications and from fees paid by individuals and businesses filing appeals. Filing fee revenue is projected to come in at or above the target in Fiscal Year 2010–11; however, the citywide decrease in permit applications continues to cause the Board to experience a shortfall in surcharge revenue. As required by city law, the Board's surcharges will be adjusted for Fiscal Year 2011–12 to produce revenue sufficient to cover operating expenses.

Percentage of On-Time Decisions



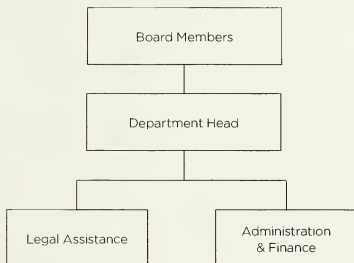
The Board has a high rate of releasing written decisions within 15 days of final action.

Number of Appeals Filed



The number of appeals filed has fluctuated with the economy.

BOARD OF APPEALS



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	5.00	5.00	5.00	0.00	0
Net Operating Positions	5.00	5.00	5.00	0.00	—
SOURCES					
Charges for Services	773,598	931,631	925,289	(6,342)	(1%)
General Fund Support	(3,909)	0	0	0	N/A
Sources Total	769,689	931,631	925,289	(6,342)	(1%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	357,353	371,002	380,259	9,257	2%
Fringe Benefits	168,159	178,427	210,467	32,040	18%
Overhead	36,928	45,121	0	(45,121)	(100%)
Professional & Contractual Services	26,753	47,192	47,192	0	0
Materials & Supplies	2,059	9,398	9,398	0	0
Services of Other Departments	178,437	280,491	277,973	(2,518)	(1%)
Uses - Operating Expenditures Total	769,689	931,631	925,289	(6,342)	(1%)
USES BY PROGRAM RECAP					
Appeals Processing	769,689	931,631	925,289	(6,342)	(1%)
Uses by Program Recap Total	769,689	931,631	925,289	(6,342)	(1%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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APPEALS PROCESSING

Provide a fair and efficient administrative appeals process to the public

Percentage of cases decided within 75 days of filing	74%	70%	65%	70%
Percentage of written decisions released within 15 days of final action	100%	97%	97%	97%

BOARD OF SUPERVISORS

The Board of Supervisors responds to the needs of the people of the City and County of San Francisco, establishes city policies, and adopts legislation.

SERVICES

The Board of Supervisors is the legislative branch of San Francisco government. There are 11 members, each elected to represent a district on a non-partisan basis. The Board of Supervisors is responsible for adopting the City's budget, appropriating funds, approving City laws and establishing policies and procedures to improve the overall quality of life in San Francisco. Each Supervisor is staffed by Legislative Aides. The Board of Supervisors provides constituent services in order to respond to residents' concerns and ensure local government is working for the people it serves. In addition, the Board of Supervisors appoints the position of Clerk of the Board, who is the steward of the Board's legislative record and manages the following programs:

ASSESSMENT APPEALS BOARD is an independent agency that adjudicates disputes between the Office of the Assessor-Recorder and property owners. It is the duty of the Assessment Appeals Board to equalize the valuation of the taxable property within the City and County of San Francisco for the purpose of taxation.

THE SUNSHINE ORDINANCE TASK FORCE advises the Board of Supervisors and provides information to other City departments on appropriate ways in which to implement the Sunshine Ordinance (Chapter 67 of the Administrative Code) to ensure that deliberations of commissions, boards, councils and other agencies of the City are conducted before the people and that City operations are open to the public's review.

OFFICE OF THE BUDGET AND LEGISLATIVE

ANALYST provides independent fiscal and policy analyses, special studies and management audit reports on City departments and programs for the Board of Supervisors.

YOUTH COMMISSION is a body of 17 San Franciscans between the ages of 12 and 23, responsible for advising the Board of Supervisors and the Mayor on policies and laws related to young people. The Youth Commission is also charged with providing comment and recommendation on all proposed laws that would primarily affect youth before the Board of Supervisors takes final action.

LOCAL AGENCY FORMATION COMMISSION

(LAFCO) reviews and approves jurisdictional boundary changes including annexations and detachments of territory and special districts, incorporations of new cities, formations of new special districts, and consolidations, mergers and dissolutions of existing districts. LAFCo plays an advisory role for the Community Choice Aggregation (CCA) energy program. The Board of Supervisors established the CCA to implement a program to purchase electrical power directly for the citizens of the City and County of San Francisco and to accelerate the adoption of renewable energy, conservation and energy efficiency programs.

For more information, call (415) 554-5184 or 311; or visit www.sfbos.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	10,298,883	10,483,061	10,834,856	351,795	3%
Total FTE	63	62	63	1	1%

BUDGET ISSUES AND DETAILS

The proposed budget for the Board of Supervisors in Fiscal Year 2011–12 is \$10.8 million which reflects an increase of three percent over the prior year budget of \$10.5 million. The growth is the result of the increased cost of salaries and benefits.

To assist with closing the budget deficit, the Office of the Clerk of the Board has reduced its advertising costs by revising requirements and publishing online instead of in print. In addition, the Assessment Appeals Board is projecting revenue growth as a result of the continued increase in property tax appeals.

MAINTAINING CORE FUNCTIONS

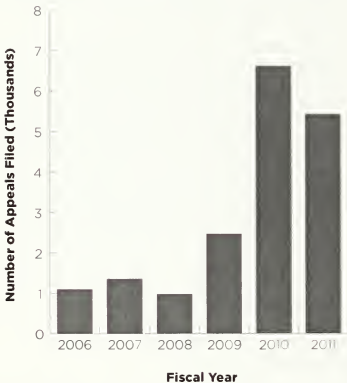
The Charter requires the Board of Supervisors to provide direct services that support open and participatory government. The Office of the Clerk of the Board through prudent budgeting and optimal use of available resources has

continued to provide quality service while absorbing various new services. In Fiscal Year 2011–12, the Clerk's Office will staff a more robust Revenue Bond Oversight Committee, as well as a newly created City College Select Committee.

The Clerk's Office is also responsible for administering the Redistricting Task Force. The Clerk's Office continues to expand website capabilities, and in addition to posting increased notices and all advisory bodies online, will soon launch an expanded version of Legistar, a program that will allow the public to search for and access legislation on the internet. This year the Clerk's Office will also initiate the planning process to create a new records management system, which will involve converting thousands of boxes of written documents as well as ten years of audio tapes into a new, digital format.

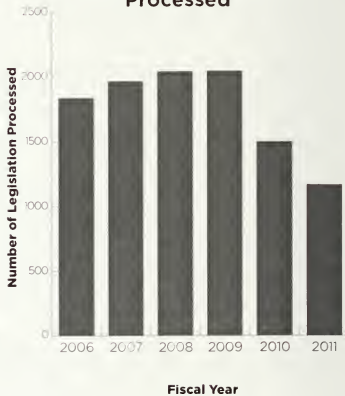
Beginning in September, the Board of Supervisors will relocate for six meetings while their chamber is modified for American Disabilities Act (ADA) accessibility.

Appeals Filed



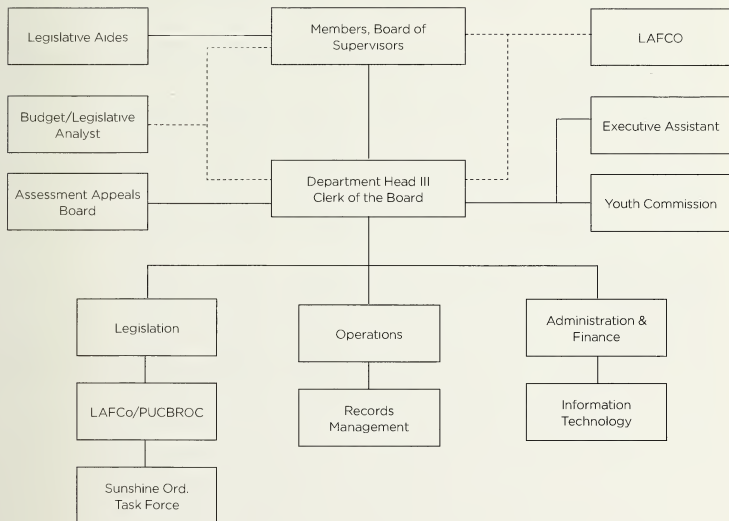
With the ongoing mortgage crisis, foreclosures, and subsequent decline of residential property values, coupled with the rise in vacancy rates affecting commercial properties, the Assessment Appeals Board has seen a dramatic increase in the number of appeals filed in the past two years.

Legislation and Hearings Processed



Pieces of legislation (ordinances, resolutions, motions), Charter Amendments, and Hearings processed declined in 2011.

BOARD OF SUPERVISORS



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	65.42	64.01	64.70	0.69	1%
Non-operating Positions (cap/other)	(2.00)	(2.00)	(2.00)	0.00	0
Net Operating Positions	63.42	62.01	62.70	0.69	1%
SOURCES					
Charges for Services	245,129	310,250	390,250	80,000	26%
Expenditure Recovery	280,625	195,000	167,617	(27,383)	(14%)
General Fund Support	9,773,129	9,977,811	10,276,989	299,178	3%
Sources Total	10,298,883	10,483,061	10,834,856	351,795	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	5,377,775	5,311,289	5,478,921	167,632	3%
Fringe Benefits	1,744,462	1,998,389	2,221,461	223,072	11%
Professional & Contractual Services	2,961,543	2,921,526	2,848,818	(72,708)	(2%)
Materials & Supplies	26,674	31,306	73,915	42,609	N/A
Equipment	0	0	7,088	7,088	N/A
Services of Other Departments	188,429	220,551	204,653	(15,898)	(7%)
Uses - Operating Expenditures Total	10,298,883	10,483,061	10,834,856	351,795	3%
USES BY PROGRAM RECAP					
Board - Legislative Analysis	2,203,249	2,050,000	2,050,000	0	0
Board Of Supervisor	4,561,524	4,857,672	5,004,628	146,956	3%
Children's Baseline	152,245	159,683	170,182	10,499	7%
Clerk Of The Board	3,307,681	3,414,876	3,610,046	195,170	6%
Local Agency Formation	74,184	830	0	(830)	(100%)
Uses by Program Recap Total	10,298,883	10,483,061	10,834,856	351,795	3%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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BOARD - LEGISLATIVE NOTICING REQUIREMENTS

Provide response and support to the Board, Committees, Commissions and Task Force, other department/agencies and general public on legislative or policy related matters.

Percentage of Board or Committee meeting agendas posted on website at least 72 hours prior to meeting	100%	100%	100%	100%
Percentage of Board or Committee meeting agendas continued due to improper notice and/or missed publication within required timeframes	n/a	0.00%	0.74%	0.00%
Percentage of Board or Committee legislative items continued due to improper notice and/or missed publication within required timeframes	n/a	0.00%	0.09%	0.00%

CLERK OF THE BOARD

Provide response and support to the Board of Supervisors, Committee, Commissions, Task Force, other departments/agencies and general public on legislative or policy related matters.

Percentage of written, electronic public records and telephone requests answered within established time frame	100%	90%	90%	90%
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BUILDING INSPECTION

To safeguard the life and property of the citizens of San Francisco by enforcing the City's building, housing, plumbing, electrical and mechanical codes, and the disability access regulations.

SERVICES

The Department of Building Inspection (DBI) provides the following services:

PERMIT SERVICES is responsible for the collection of fees associated with permits, over-the-counter permit plan check and issuance, coordination of submitted permit applications, final approval, and technical services to ensure that proposed construction work meets all code safety requirements. This process is performed in a timely, professional, and courteous manner.

INSPECTION SERVICES is responsible for inspecting buildings, structures, and sites within the City for compliance with applicable laws regulating construction, quality of materials, use of occupancy, location and maintenance.

ADMINISTRATIVE SERVICES consists of the Legislative and Communications Unit, Support Services, Records Management, Financial Services, Management Information Services, Information Technology Project Management, and Personnel and Payroll Services.

For more information, call (415) 558-6088 or 311; or visit www.sfdbi.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	37,732,559	44,004,000	48,911,896	4,907,896	11%
Total FTE	205	227	245	17	8%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, Building Inspection proposes a \$48.9 million budget, which represents an 11 percent increase from the Fiscal Year 2010–11 budget. This increase is driven by increased labor costs and overhead costs associated with increasing permit volumes.

CONSTRUCTION INDUSTRY BEGINS TO RECOVER

The Department of Building Inspection (DBI) receives the vast majority of its funding from fees and permits associated with construction of residential and commercial properties. As a result, its annual revenues are tied closely to the number and valuation of construction projects in the City.

Beginning in Fiscal Year 2009–10, DBI began to see a recovery from the recession in the construction industry and year-end revenues were 11 percent greater than budgeted primarily due to multi-year intergovernmental agreements (MOUs) for plan review and inspection services and increased revenue from Apartment/Rental Unit/Hotel License Fee. The MOUs are with the Transbay Joint Powers Board for the Transbay Terminal, the San Francisco Public Utilities Commission for the new office building at 525 Golden Gate, the Port of San Francisco for the Exploratorium and the Treasure Island Development Authority.

In Fiscal Year 2010–11, revenue projections show a 1 percent increase over the Fiscal Year 2009–10 actuals. The Fiscal Year 2011–12 budget assumes the slow upward trend will continue.

ENSURING SAFETY OF VACANT AND ABANDONED BUILDINGS

The goal of the Vacant/Abandoned building ordinance is to identify vacant and abandoned buildings, work with property owners to bring blighted properties up to code as quickly as possible, and to return these buildings to productive housing and other beneficial uses. More than 400 property owners and banks/financial institutions have come forward either to register properties still vacant, or obtain required permits to restore the property.

IMPROVING CITYWIDE EFFICIENCY THROUGH THE PERMIT TRACKING SYSTEM

DBI and the Planning Department continue to work on development of the citywide Permit Tracking System. This new system is designed to tightly integrate the permitting and project planning functions between DBI and Planning, initially with existing permits being available for other city departments currently using the system developed

by DBI. In the future, all city departments will be able to expand their permitting and tracking capabilities using the core system maintained by DBI to allow better citywide coordination and access to information. Selection of the vendor is scheduled to occur in May 2011 with a multi-year implementation schedule. DBI has invested \$6.6 million into this system and continues to collect a fee for the ongoing maintenance of the system.

PREPARING FOR AN EARTHQUAKE

DBI's Community Action Plan for Seismic Safety (CAPSS) project provides a plan of action to reduce earthquake risks, including recommendations to prevent damage in existing buildings and improve post-earthquake repair guidelines to expedite recovery. In December 2010, at the conclusion of more than two years of investigations and analyses, four major reports were issued with recommendations and supporting technical documentation including the establishment of a mandatory retrofitting program to strengthen highly vulnerable soft-story buildings. All recommendations are under review by the City's newly-established Earthquake Safety Implementation Committee. When implemented by policy-makers, CAPSS' recommendations will help San Francisco minimize the number of injuries and property damage from a major earthquake, and prepare the City to recover more quickly from the unpredictable consequences resulting from a natural disaster.

IMPROVING CUSTOMER SERVICES

San Francisco Permit Center Renovation

The multi-year remodeling of the San Francisco Permit Center at 1660 Mission continues. The 4th floor was completed in March 2010 and Records Management was relocated. In addition, office space was made available to the Fire Department, the Public Utilities Commission, the Municipal Transportation Agency and the Department of Public Works. All DBI staff (except Management Information Services) are now located at single location at 1660 Mission Street, thereby centralizing operations in one building. The Fiscal Year 2011–12 budget includes funding for remodeling the remaining floors to make them customer friendly and improve ergonomics for staff.

Interactive Voice Response System

In Fiscal Year 2010–11, the Department implemented an interactive voice response inspection scheduling system. It provides customers with secure 24x7 real time phone access to schedule inspections and obtain inspection results. It also allows inspectors to post inspection results via telephone, and enables two-way voice messaging

between inspectors and customers. The system provides access to customers in English, Spanish and Cantonese.

Customer Flow and Queue Management

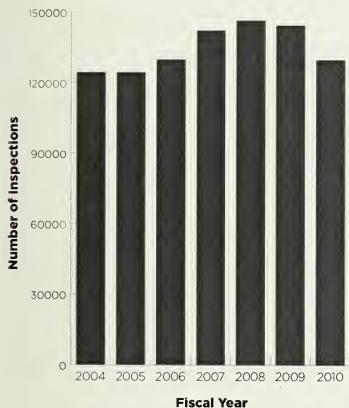
The Department will implement a customer queuing system this fiscal year. It guides customers through the building permit process including intake, permit submittal, plan review and records request processes with greater efficiency. The system involves various departments including the Planning Department, Public Utilities Commission, the Department of Public Works, the Municipal Transportation Agency, and the Fire Department. It will provide management with

performance reports on work flow checkpoints and offer self-help kiosks for customer convenience.

Development Fee Collection Unit

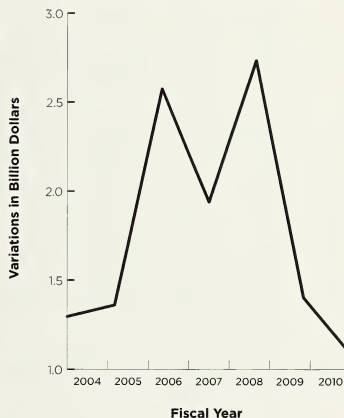
Effective July 1, 2010, DBI became responsible for issuing reports to the project sponsors and the public on development fees associated with a project in order to improve transparency. The collection of impact fees was relocated to DBI along with ensuring that all fees are paid prior to certificates of occupancy. In addition, DBI is responsible for ensuring in-lieu improvements are completed such as parks and offsite below market rate housing.

Inspections Performed



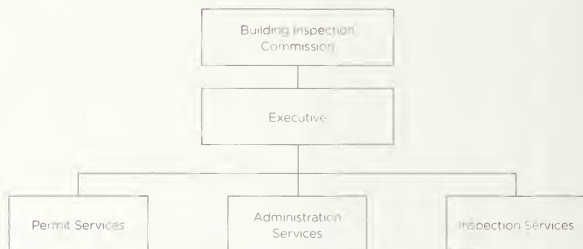
The number of inspections continues to be lower than in the past years due to a large number of permits being cancelled or withdrawn as a result of the slow economy.

Construction Valuation



The construction valuation for issued permits, exclusive of refunds, for Fiscal Year 2009-10 was less than Fiscal Year 2008-09. For the first 7 months of Fiscal Year 2010-11, there is renewed activity and the construction valuation shows an increase year over year. The valuation excludes certain large projects, such as the Transbay Terminal, Exploratorium and PUC Headquarters.

BUILDING INSPECTION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	209.05	228.39	244.88	16.49	7%
Non-operating Positions (cap/other)	(4.00)	(0.92)	0.00	0.92	(100%)
Net Operating Positions	205.05	227.47	244.88	17.41	8%
SOURCES					
Licenses & Fines	6,573,823	6,099,090	6,562,601	463,511	8%
Use of Money or Property	200,347	316,738	252,152	(64,586)	(20%)
Charges for Services	38,887,151	37,448,292	41,690,450	4,242,158	11%
Transfers In	2,648,251	2,002,270	4,486,938	2,484,668	N/A
Expenditure Recovery	171,954	139,880	169,755	29,875	21%
Transfer Adjustments-Sources	(2,648,251)	(2,002,270)	(4,486,938)	(2,484,668)	N/A
Use of / (Deposit to) Fund Balance	(8,100,716)	0	236,938	236,938	N/A
Sources Total	37,732,559	44,004,000	48,911,896	4,907,896	11%
USES - OPERATING EXPENDITURES					
Salaries & Wages	20,173,698	20,993,493	22,587,056	1,593,563	8%
Fringe Benefits	7,555,707	8,530,166	10,112,769	1,582,603	19%
Overhead	0	550,921	742,252	191,331	35%
Professional & Contractual Services	983,530	3,724,923	4,705,577	980,654	26%
Aid Assistance / Grants	358,758	1,466,436	1,561,535	95,099	6%
Materials & Supplies	424,611	1,510,598	1,184,046	(326,552)	(22%)
Equipment	86,437	79,000	0	(79,000)	(100%)
Services of Other Departments	6,712,526	7,148,463	7,018,661	(129,802)	(2%)
Transfers Out	3,303,152	2,002,270	4,486,938	2,484,668	N/A
Transfer Adjustments-Uses	(2,648,251)	(2,002,270)	(4,486,938)	(2,484,668)	N/A
Uses - Operating Expenditures Total	36,950,168	44,004,000	47,911,896	3,907,896	9%
USES - PROJECT EXPENDITURES					
Capital Projects	782,391	0	1,000,000	1,000,000	N/A
Uses - Project Expenditures Total	782,391	0	1,000,000	1,000,000	N/A
USES BY PROGRAM RECAP					
Administration/Support Services	10,084,470	12,886,642	15,987,010	3,100,368	24%
Housing Inspection/Code Enforcement Svcs	5,450,079	7,291,661	7,678,239	386,578	5%
Inspection Services	12,596,760	14,671,742	15,053,023	381,281	3%
Plan Review Services	9,601,250	9,153,955	10,193,624	1,039,669	11%
Uses by Program Recap Total	37,732,559	44,004,000	48,911,896	4,907,896	11%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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DBI - INSPECTION SERVICES

Improve Code Enforcement

Percentage of Life Hazards or Lack of Heat Complaints Responded to Within One Business Day	96%	100%	100%	100%
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Improve Construction Inspection Response Time

Percentage of Customer-Requested Inspections Completed Within Two Business Days of Requested Date	97%	90%	90%	90%
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DBI - PLAN REVIEW SERVICES

Improve Plan Review Turnaround Time

Percentage of Site Permit Applications Reviewed Within 14 Calendar Days	76%	90%	90%	90%
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CHILD SUPPORT SERVICES

To empower parents to provide economic and medical support for their children, thereby contributing to the well-being of families and children.

SERVICES

The San Francisco Department of Child Support Services (CSS) includes the following programs and services:

CHILD SUPPORT puts the security of children above all else, based on the legal duty of both parents to provide financial support for their child.

The Child Support Program services include:

- Locating parents and establishing paternity.
- Requesting and modifying child and medical support orders through the court.
- Establishing and enforcing child support orders.
- Outreach to the local community to increase knowledge and understanding of the child support program.
- Technical assistance and programmatic support to the State Department of Child Support Services and

numerous local child support agencies of various counties. Services include:

- Providing on-going education, training and technical support regarding changes to the case management software application.
- Providing analysis, design and testing changes needed for the case management application as mandated by state and federal law.
- Providing technical expertise regarding the Child Support Enforcement automated system and technical guidance for the development of training materials and the testing of new system functionality.

For more information, call (415) 356-2700 or 311; or visit www.sfgov.org/DCSS

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)
Total FTE	117	110	94	(16)	(14%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, CSS proposes a \$13.2 million budget, which is a \$1.3 million (nine percent) decrease from Fiscal Year 2010–11. This decrease is caused by declining revenue from state and federal sources. The Department was able to absorb this reduction largely through staffing efficiencies and reduced overhead costs. The Department was also able to absorb increased salary and benefits costs.

PRIORITIZING DIRECT SERVICES

For Fiscal Year 2011–12, CSS defunded seven vacant positions and deleted four additional vacant positions to absorb increased salary and benefit costs. The Department will continue to reduce program overhead costs while maintaining direct services. Proactive planning includes: renegotiating pricing of professional services, rental leases, materials and supplies and discretionary work orders. The Department also continues to ensure that its administrative salary and fringe costs remain under seven percent of overall child support program expenses.

PUTTING THE NEEDS OF PARENTS FIRST THROUGH EFFECTIVE COMMUNICATION

Communication is the cornerstone upon which CSS initiatives are built. By carefully listening to customers' issues and objectives, CSS designed and implemented a customized strategy to meet client challenges and obligations entailed with providing for their children.

Open communication ensures that clients are familiar with the status of their accounts and that the Department is sensitive to the urgency of their evolving needs and priorities. This union of ideas and solutions assures that clients' individual needs are addressed swiftly, and that a partnership based upon accessibility, responsiveness and trust is established early in relationships with clients.

PROVIDING FREE SERVICES TO ALL

All San Francisco families have access to free child support services, which include: 1) assistance with locating non-custodial parents; 2) confirming paternity; 3) establishing and enforcing child support and medical support orders; and 4) collecting and distributing payments. Many parents are unaware of CSS services at a time when making every dollar count is essential to the financial stability of the family. Child support helps parents avoid the high cost of private attorney fees. The Department is reaching out to the San Francisco Superior Court, community newspapers, pre-schools and many family services agencies to get the word out.

PARTNERING WITH WORKFORCE DEVELOPMENT TO REDUCE BARRIERS TO EMPLOYMENT FOR NON-CUSTODIAL PARENTS

Job Support is a collaborative program between CSS and the Office of Economic and Workforce Development. By working together, these two city agencies work to increase the likelihood of a parent obtaining employment and meeting his / her child support obligation. As part of the collaborative, CSS stays the enforcement of past due support, releases any suspension on the participant's license, and conducts a review of the participant's current support obligation and arrears liquidation payment for a determination of modification. The Office of Economic and Workforce Development and its One Stop Career Link Centers provide program participants with access to employment resources, work readiness evaluations, employment training programs, up-to-date job listings, and employment related workshops (resume/cover building, interview techniques, etc.).

The Job Support Program was developed in early 2010. In its early stages, Job Support operated out of a single One Stop Career Link Center and maintained a very small number of participants. As word spread, the program swiftly grew in size adding an average of 20 new participants per month. Today, Job Support operates out of all of the City's One Stop Centers and reports a high rate of success. "Success" under the program occurs when a participant obtains gainful employment and his/her child support obligation is modified to reflect their current ability to pay. To date, 47 percent of all participants enrolled in the program have successfully completed the program within six months.

BRINGING ONSITE SERVICES TO INCARCERATED PARENTS

The Jail Outreach Program was created to identify incarcerated parents who have open child support cases and address their case specific needs. This includes modifying current child support to reflect an inability to pay, introducing and enrolling inmates in program opportunities designed to reduce arrears, changing negative notions about the child support program, and answering individual questions relevant to the inmate's open child support case.

This collaborative program between the San Francisco Sheriff's Department, the California Department of Corrections and Rehabilitation and CSS has produced

encouraging numbers. To date, inmates assisted through the Jail Outreach Program have arrears totaling over 12 million dollars. Reducing these arrears has been achieved by modifying current support obligations; enrolling eligible inmates in department program opportunities upon their release; and addressing current balances through the Department's Compromise of Arrears Program.

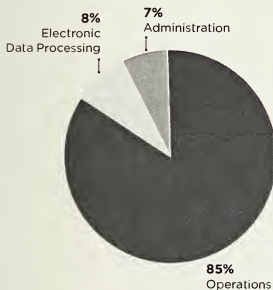
INCREASING THE NON-CUSTODIAL PARENT'S INVOLVEMENT IN HIS / HER CHILD'S LIFE

In January 2011, CSS put into action a plan to reach out to local prenatal education providers to educate patients and staff about the importance of Paternity Declarations. Without the establishment of paternity, a child may be denied certain Social Security benefits, inheritance rights, access to the non-custodial parent's medical history,

and more. Child support, custody, and visitation orders can generally not be created until paternity has been established.

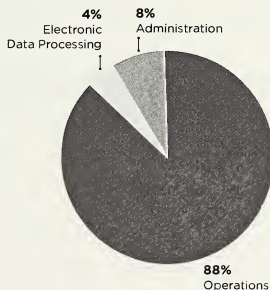
CSS staff has met with the directors of nearly every major prenatal education provider in San Francisco. The outcome of those meetings has been the development of collaborations in which CSS provides presentations to expectant parents, seminars to prenatal staff, and materials to aid hospitals in educating patients. Between January 2011 and April 2011, CSS staff reached out to SF Kaiser Hospital Health, SF General Hospital, St. Luke's Hospital, prenatal clinics, homeless prenatal programs with regular presentations – in both English and Spanish – to expectant parents. In addition to these collaborations, CSS is in the process of creating a new Paternity section on the Department's website, as well as a Paternity Program newsletter.

Resources by Service Area



Only seven percent of CSS's Fiscal Year 2011-12 budget is allocated to administration.

Staffing by Service Area



The vast majority of staff at CSS provide direct services to child support clients.

CHILD SUPPORT SERVICES



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	116.70	110.26	94.44	(15.82)	(14%)
Net Operating Positions	116.70	110.26	94.44	(15.82)	(14%)
SOURCES					
Intergovernmental Revenue - Federal	9,784,239	9,564,454	8,716,146	(848,308)	(9%)
Intergovernmental Revenue - State	5,052,200	4,920,539	4,490,136	(430,403)	(9%)
Charges for Services	0	6,500	0	(6,500)	(100%)
Expenditure Recovery	7,500	0	0	0	N/A
Use of / (Deposit to) Fund Balance	(11,949)	0	0	0	N/A
Sources Total	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	8,098,734	8,007,922	7,176,295	(831,627)	(10%)
Fringe Benefits	3,664,484	3,914,147	3,411,939	(502,208)	(13%)
Professional & Contractual Services	1,786,463	1,133,651	1,345,396	211,745	19%
Materials & Supplies	160,192	243,584	343,757	100,173	41%
Services of Other Departments	1,122,117	1,192,189	928,895	(263,294)	(22%)
Uses - Operating Expenditures Total	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)
USES BY PROGRAM RECAP					
Child Support Services Program	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)
Uses by Program Recap Total	14,831,990	14,491,493	13,206,282	(1,285,211)	(9%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
CHILD SUPPORT SERVICES PROGRAM				
Establish paternity for children born out of wedlock in the county				
Percentage of IV-D cases in San Francisco with paternity established for children in caseload born out of wedlock	94.0%	95.0%	93.0%	94.0%
Establish child support orders				
San Francisco orders established as a percentage of cases needing an order	87.4%	88.2%	88.0%	88.0%
Increase economic self-sufficiency of single parent families				
Amount of child support collected by SF DCSS annually, in millions	\$27.5	\$27.6	\$27.0	\$27.2
San Francisco current collections as a percentage of current support owed	66.3%	67.3%	66.0%	69.0%
San Francisco cases with collections on arrears during the fiscal year as a percentage of all cases in San Francisco	62.3%	62.3%	60.0%	62.0%
Provide effective services to clients				
Number of unemancipated children in San Francisco caseload	17,621	15,000	14,000	15,600

CHILDREN AND FAMILIES COMMISSION

To establish the enduring obligation of San Francisco's residents and government to ensure the opportunity for optimal health and development for every child born and raised in this county.

SERVICES

The Children and Families Commission (also known as First 5 San Francisco or simply, First 5) provides the following services, based on key areas identified in the Department's strategic plan:

IMPROVED CHILD DEVELOPMENT funds programs and services for children birth to five and their families to improve readiness for school and their transition to kindergarten.

IMPROVED CHILD HEALTH involves families and communities in the healthy development of young children. Initiatives for this area include: Healthy Kids health insurance for children birth to five; comprehensive health (vision, nutrition, hearing and dental), developmental screenings and multi-disciplinary assessments (dental, vision, hearing and assessment for developmental delays); and early childhood mental health consultation services.

IMPROVED FAMILY FUNCTIONING ensures that families have easy access to community-based services and information they might need to promote their child's healthy development and school readiness. Initiatives in this area include neighborhood-based and population focused family resource centers jointly funded with the Department of Children, Youth, and their Families (DCYF) and Human Services Agency (HSA) with oversight provided by First 5 and mini-grants for parent-led initiatives.

IMPROVED SYSTEMS OF CARE connects First 5 with other city agencies and key community stakeholders to promote a deeper and coordinated investment in the adoption of best practices and standards among programs and practitioners serving young children birth to five and their families. This includes the use of evidence-based curriculum, universal developmental screening and inclusion of children with special needs.

For more information, call (415) 934-4849 or call 311; or visit www.first5sf.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	32,833,379	30,328,812	32,029,191	1,700,379	6%
Total FTE	16	16	17	1	2%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, First 5 proposes a \$32 million budget. This represents a six percent increase over Fiscal Year 2010–11. This increase is due to increased proposition H funds for Preschool For All and a one-time revenue increase for a new initiative, “Power of Preschool.” Offsetting this one-time revenue increase, First 5 is also seeing a decline in their main source of revenue, Proposition 10, the statewide tobacco tax revenue. This decline in Prop 10 revenues is projected to continue.

First 5 San Francisco, established in 2000, is part of the statewide First 5 California movement to assist public agencies, non-profit organizations and families in supporting early education, pediatric healthcare and family support. In Fiscal Year 2011–12, despite one-time revenues for a new initiative called “Power of Preschool,” First 5 faces a future of declining revenue sources from their main source of revenue, the statewide tobacco tax revenue (Proposition 10). This decline is not unexpected – the Department has created a sustainability plan and reserve to guide its funding decisions. During Fiscal Year 2011–12, First 5’s Proposition 10 allocation is projected to be \$5.9 million. To partially offset these declining revenues, First 5 will draw down its sustainability fund over time.

In addition, with the State budget still pending, First 5 may be required to forfeit \$11 million dollars from their reserve by June 30, 2012. The First 5 Commission approved a bridge funding year in Fiscal Year 2011–12 for grantees if necessary and will create a revised sustainability plan to match a new Fiscal Year 2012–15 three-year strategic plan with the possible reduction of funds. While First 5 will be able to fund programs in Fiscal Year 2011–12, it is anticipated that there could be a 25 percent to 35 percent reduction to the First 5 portfolio in Fiscal Year 2012–13. First 5 is currently working with its community partners, joint-funders and providers to plan for the possible steep decline in funding in Fiscal Year 2012–13.

In addition to overseeing Proposition 10 dollars, First 5 is also responsible for implementing the City’s Universal Preschool for All Program (PFA) funded by local General Fund revenues and part of Proposition H. The Department began the implementation of PFA in Fiscal Year 2005–06 and expanded the program in Fiscal Year 2008–09 to serve

all neighborhoods. In Fiscal Year 2011–12, the allocation for PFA will be \$15.4 million. The Department anticipates funding a half-day of free preschool for approximately 3,200 four-year-olds and will continue to target children from low income families. PFA now includes a special pre-PFA allocation to assist centers serving low income children to become eligible for PFA. In addition to local General Fund dollars, First 5 California will allocate \$3 million to PFA to provide professional development and health screening targeting early education programs that serve infants and toddlers.

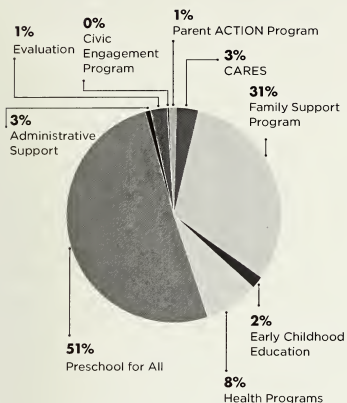
DEPARTMENTAL COLLABORATION

Approximately 25 percent of First 5 funds are committed to joint funding with other city departments. In Fiscal Year 2010–11 approximately \$6.6 million was work ordered to Department of Public Health (DPH), Department of Children, Youth, and Their Families (DCYF), Human Services Agency (HSA) and Mayor’s Office of Housing (MOH).

Fiscal Year 2010–11 was the second year of a three-year \$9 million initiative by First 5, HSA and DCYF to support neighborhood-based and population-focused family resource centers. These centers are in neighborhoods throughout the City with varying levels of service based on the needs of families in those neighborhoods. Population-based family resource centers have a citywide focus on children and families who are homeless and under housed, recent immigrants, populations with special needs, Lesbian Gay Bisexual Transgender Queer Questioning and teen families and families with children exposed to violence.

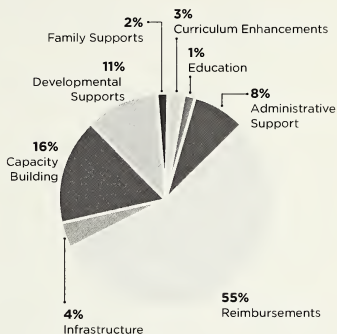
In Fiscal Year 2011–12, First 5 will continue to contribute approximately \$18.2 million to jointly fund Early Care and Education Initiatives with DCYF and HSA. These efforts include funding for health screening and early childhood mental health consultation, childcare subsidies for low-income families with infants and toddlers, a variety of professional development and education attainment activities for teachers and inclusion strategies for children with special needs.

Total Spending by Program Area



The majority of First 5's budget is spent on Preschool for All.

Total Preschool for All/Power of Preschool Funding by Program Area



Administrative support for Preschool for All / Power of Preschool will make up eight percent of total spending. Reimbursements to child care providers make up the majority of PFA funding.

CHILDREN AND FAMILIES COMMISSION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	16.00	16.33	16.60	0.27	2%
Net Operating Positions	16.00	16.33	16.60	0.27	2%
SOURCES					
Use of Money or Property	1,124,850	402,000	225,432	(176,568)	(44%)
Intergovernmental Revenue - State	18,729,062	7,459,174	8,476,568	1,017,394	14%
Expenditure Recovery	7,835,012	7,813,638	7,877,191	63,553	1%
Use of / (Deposit to) Fund Balance	(9,855,545)	0	0	0	N/A
General Fund Support	15,000,000	14,654,000	15,450,000	796,000	5%
Sources Total	32,833,379	30,328,812	32,029,191	1,700,379	6%
USES - OPERATING EXPENDITURES					
Salaries & Wages	1,071,372	1,170,849	1,275,788	104,939	9%
Fringe Benefits	471,106	607,751	629,764	22,013	4%
Professional & Contractual Services	593,633	671,460	750,115	78,655	12%
Aid Assistance / Grants	21,376,046	21,656,055	23,163,817	1,507,762	7%
Materials & Supplies	23,513	60,743	52,726	(8,017)	(13%)
Services of Other Departments	9,297,709	6,161,954	6,156,981	(4,973)	0%
Uses - Operating Expenditures Total	32,833,379	30,328,812	32,029,191	1,700,379	6%
USES BY PROGRAM RECAP					
Children And Families Fund	18,401,514	14,130,638	16,295,559	2,164,921	15%
Public Ed Fund - Prop H (March 2004)	14,431,865	16,198,174	15,733,632	(464,542)	(3%)
Uses by Program Recap Total	32,833,379	30,328,812	32,029,191	1,700,379	6%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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CHILDREN AND FAMILIES FUND

Provide high quality child care for San Francisco's children

Number of early childhood workers who participate in quality and culturally appropriate training and/or earn college credit in unit-bearing courses or classes.	812	950	950	950
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PUBLIC EDUCATION FUND - PROP H

Increase access to high quality preschool

Number of four-year olds enrolled in Preschool For All (PFA) program	2,808	3,100	2,900	3,200
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Improve quality of preschool services

Number of children screened for special needs	2,255	2,325	2,325	2,400
Number of new classrooms assessed through the Gateway to Quality Project for Preschool for All	18	5	10	16

Provide preschool sites with enhancements to improve children's readiness for school

Number of classrooms participating in arts initiative	121	143	143	143
Number of classrooms participating in science initiative	152	143	143	143

Increase preschool workforce development opportunities

Number of Preschool For All (PFA) staff participating in PFA professional development activities	708	600	1,000	1,000
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CHILDREN, YOUTH, & THEIR FAMILIES

The mission of the Department of Children, Youth & Their Families is to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every neighborhood.

SERVICES

The Department of Children, Youth and Their Families (DCYF) takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public. DCYF funds and supports more than 400 programs in community-based organizations, schools and city departments. These programs provide: quality early care and education; family support;

- Violence prevention and intervention;
- Out-of-school time activities including academic support, recreation and enrichment;
- Youth Leadership, Empowerment and Development (Y-LEaD) including youth workforce development, health and wellness, youth empowerment opportunities;
- Citywide/systems including Healthy Kids insurance, education partnerships, summer lunch/snack and targeted community based organization training and technical assistance.

GOALS

The DCYF goals, called the Quality of Life Benchmarks, were adopted by the Board of Supervisors and Mayor and spelled out in the San Francisco City Charter in 2001:

- Children and youth are healthy
- Children and youth are ready to learn and are succeeding in school
- Children and youth live in safe, supported families
- Children and youth live in safe, supported, and viable communities
- Children and youth contribute to the development and vitality of San Francisco
- San Francisco retains and begins to grow its child, youth, and family population.

For more information, call (415) 554-8990 or 311; or visit www.dcyf.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	145,242,803	117,107,651	121,528,487	4,420,836	4%
Total FTE	34	32	33	1	1%

BUDGET ISSUES AND DETAILS

DCYF's Fiscal Year 2011–12 budget is \$121.5 million. This represents a 4 percent increase over Fiscal Year 2010–11 and is largely due to improved property tax revenue and an increase in the transfer amount to San Francisco Unified School District. DCYF's budget includes four primary funding sources:

Children's Fund – The Children's Fund is the Department's primary funding source. The Children's Fund receives a share of City property tax revenues according to a formula in the City Charter approved by voters. In Fiscal Year 2011–12, Children's Fund revenue will be \$42.7 million or \$1.6 million higher than in Fiscal Year 2010–11.

General Fund – General Fund is the Department's second largest funding source. The Mayor's Proposed Budget includes \$26.1 million in General Fund dollars or \$2.4 million less than in Fiscal Year 2010–11.

Grants – DCYF has a variety of federal and state grants totaling \$4.3 million. These grants fund Early Child Care and Education, Violence Prevention and Intervention and Child Nutrition programs.

Proposition H – The Fiscal Year 2011–12 Mayor's Proposed Budget includes \$28.5 million in Proposition H pass-through funds to the San Francisco Unified School District.

A NEW APPROACH TO COLLABORATION ON BUDGET DECISION MAKING

This year, the Mayor's Office and city departments, including DCYF, engaged in an unprecedented level of community engagement around the City budget. Starting in March, Mayor Lee and members of the Board of Supervisors co-hosted ten budget-related townhalls across the City. The Mayor also personally met with hundreds of members of community-based organizations and non-profits providing services across San Francisco. In addition, the Mayor engaged in smaller, more in-depth "working sessions" around Health and Human Services budget proposals with leadership from community and non-profit groups. Through this small-group collaboration, the Mayor and DCYF gained valuable feedback and alternative ideas from community leadership on the budget proposals of the Department of Public Health, the Human Services Agency and the Department of Children, Youth and Their Families.

The Fiscal Year 2011–12 proposed budget for DCYF reflects the feedback from those working sessions in two key ways:

1. The Mayor's budget prioritizes \$2.8 million in funding for DCYF that was under consideration for reduction.
2. Working with the Department, the Mayor re-prioritized DCYF's budget proposal to support services in

Early Care and Education, Family Resource Centers, Workforce Development and Specialized Populations such as transitional aged youth, immigrant and Lesbian Gay Bisexual Transgender Queer and Questioning youth.

CONTINUING THE IMPLEMENTATION OF THE 2010-13 CHILDREN'S SERVICES ALLOCATION PLAN (CSAP)

The Fiscal Year 2011–12 Budget is the second year of implementation of the Department's 2010–13 CSAP. The CSAP established the following funding priorities:

- Target resources to programs that meet the Department's primary goal: Children and youth are ready to learn and are succeeding in school.
- Prioritize children and families that are under housed and/or experiencing obstacles or challenges putting them at risk of experiencing negative outcomes.
- Prioritize neighborhoods with children, youth and families in greatest need.

In Fiscal Year 2011–12, the Department will fund the second year of the 2010–13 Request for Proposals (RFP) for DCYF grants. The RFP includes two primary service areas:

- Out of School Time (OST) – \$16.2 million will be allocated to 200 out of school time programs that serve children ages 6 to 13 citywide. These programs include afterschool and summer activities that offer youth a blend of academic support, skills enrichment and recreation activities. In addition to helping working families, these programs enhance the cognitive, social, physical, artistic and civic development of youth and creatively reinforce and expand on what they learn during the school day.
- Youth, Leadership, Empowerment, and Development (Y-LEAD) – \$16.5 million will be allocated to 122 youth workforce, teen, leadership, transitional aged youth, and health and wellness programs. These programs embody holistic youth development strategies and offer a range of opportunities that support San Francisco's middle-school, high-school, and transitional-aged youths' successful transitions into adulthood.

CONTINUING TO LEVERAGE FUNDS WITH OTHER CITY DEPARTMENTS

In Fiscal Year 2011–12, DCYF will continue to partner with other city departments to leverage funding and improve services. DCYF, First Five and the Human Services Agency will continue to fund Family Resource Centers. DCYF is allocating \$3.8 million to this collaboration, which funds a variety of family support services.

In addition, DCYF will continue to serve as the coordinator of the Violence Prevention Initiative collaboration, which includes the Juvenile Probation Department and Department of Public Health. Approximately \$10.6 million will be awarded to fund case management, alternative education, diversion and young women services. Starting in Fiscal Year 2011–12, DCYF will restructure and enhance our current street violence intervention services and overall gang prevention model through a strong partnership with DPH. The enhancement will be renamed Community and Crisis Response Services (CCRS). The CCRS model focuses its work in three core areas: 1) critical response; 2) case management; and 3) street level outreach.

ALLOCATING CHILDREN'S FUND TO MINIMIZE STATE CUTS TO EARLY CARE AND EDUCATION (ECE)

DCYF is a primary partner of the ECE collaborative and jointly funds various ECE activities with First Five San Francisco and the Human Service Agency. Both partner departments could face large state reductions. These reductions will significantly change the city's ECE system. Staying mindful of the pending state reductions, the Mayor's Proposed Budget includes transfer of Children's Fund fund balance and surplus revenues into a newly created State Children's Fund Reserve. These funds will be used to reduce the impact of the proposed state ECE cuts.

IMPROVING EDUCATION BY PARTNERING WITH PUBLIC SCHOOLS

The "School Partner Model" initiative provides grants to four community-based nonprofits to partner with targeted public high schools to provide work-based learning experiences to students who are under-credit and/or at-risk of not graduating on time. These work-based learning experiences support high school completion by enhancing

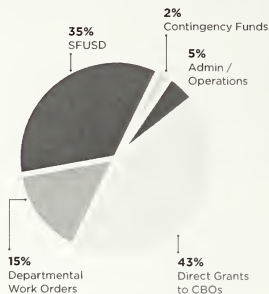
students' motivation to graduate and increasing their understanding of the value of their education in reaching career goals, while also enhancing students' development of 21st Century workforce skills. Approximately \$0.7 million is available for Fiscal Year 2011–12.

The SF TEAM (Together Education Accomplishes More) Initiative is a partnership with SFUSD and several community-based nonprofits to enhance the capacity of 11 afterschool programs across the City to deliver high quality literacy programming to elementary and middle school students. The Fiscal Year 2011–12 budget includes \$0.4 million for this initiative.

CONTINUING TO IMPROVE ACCOUNTABILITY AND QUALITY OF SERVICES

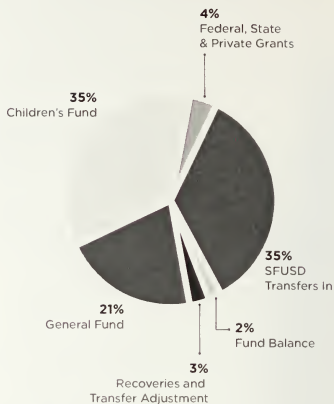
In Fiscal Year 2010–11, DCYF funded targeted technical assistance and accountability efforts to ensure its non-profit partners have the tools and capabilities to deliver services as effectively and efficiently as possible. The Fiscal Year 2011–12 budget continues to emphasize quality improvements and accountability. DCYF will implement new quality assessment standards, increase evaluation and continue targeted technical assistance.

Budget by Expenditure Category



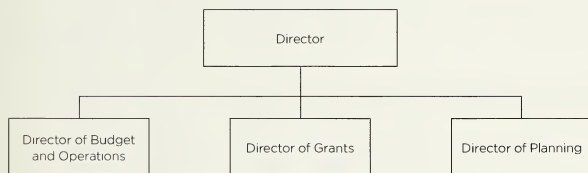
In Fiscal Year 2011-12 administration costs at DCYF will be only five percent of the budget.

Source of Funds



The Children's Fund is DCYF's largest source of funds.

CHILDREN, YOUTH, & THEIR FAMILIES



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	35.71	32.41	33.58	1.17	4%
Non-operating Positions (cap/other)	(1.84)	0.00	(1.00)	(1.00)	N/A
Net Operating Positions	33.87	32.41	32.58	0.17	1%
SOURCES					
Local Taxes	44,460,641	41,083,000	42,680,000	1,597,000	4%
Use of Money or Property	408,991	108,000	108,000	0	0
Intergovernmental Revenue - Federal	1,864,678	1,186,545	1,398,726	212,181	18%
Intergovernmental Revenue - State	2,383,160	2,461,090	2,902,378	441,288	18%
Charges for Services	153,500	1,142,533	0	(1,142,533)	(100%)
Other Revenues	0	0	205,000	205,000	N/A
Transfers In	61,604,359	36,947,205	42,860,000	5,912,795	16%
Expenditure Recovery	8,396,767	6,684,811	6,300,375	(384,436)	(6%)
Transfer Adjustments-Sources	(6,414,475)	(2,717,000)	(2,950,000)	(233,000)	9%
Use of / (Deposit to) Fund Balance	8,363,783	1,694,795	1,900,000	205,205	12%
General Fund Support	24,021,399	28,516,672	26,124,008	(2,392,664)	(8%)
Sources Total	145,242,803	117,107,651	121,528,487	4,420,836	4%
USES - OPERATING EXPENDITURES					
Salaries & Wages	2,728,873	2,613,042	2,808,294	195,252	7%
Fringe Benefits	1,046,619	1,218,598	1,291,519	72,921	6%
Professional & Contractual Services	1,285,232	1,595,861	640,275	(955,586)	(60%)
Aid Assistance / Grants	121,324,077	94,498,280	95,647,403	1,149,123	1%
Materials & Supplies	103,257	156,757	242,346	85,589	55%
Services of Other Departments	18,754,745	17,025,113	18,389,856	1,364,743	8%
Transfers Out	6,414,475	2,717,000	2,950,000	233,000	9%
Budgetary Reserves	0	0	2,508,794	2,508,794	N/A
Transfer Adjustments-Uses	(6,414,475)	(2,717,000)	(2,950,000)	(233,000)	9%
Uses - Operating Expenditures Total	145,242,803	117,107,651	121,528,487	4,420,836	4%
USES BY PROGRAM RECAP					
Children's Baseline	49,747,061	31,483,846	32,988,846	1,505,000	5%
Children's Fund Programs	47,576,339	41,518,727	45,055,727	3,537,000	9%
Children's Svcs - Non - Children's Fund	11,764,385	11,467,216	10,563,021	(904,195)	(8%)
Public Education Fund (Prop H)	32,860,000	26,979,000	28,510,000	1,531,000	6%
Violence Prevention	3,295,018	5,658,862	4,410,893	(1,247,969)	(22%)
Uses by Program Recap Total	145,242,803	117,107,651	121,528,487	4,420,836	4%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
CHILDREN'S BASELINE				
Increase the quality and accessibility of child care				
Number of centers and family child care providers that receive a quality assessment	114	159	200	200
Support the health of children and youth				
Number of high school students served at school Wellness Centers	6,988	5,700	6,300	6,203
CHILDREN'S FUND PROGRAMS				
Improve the availability and quality of DCYF-funded programs/services				
Percentage of Children's Fund grant recipients who fulfill their work plan objectives & meet minimum fiscal, organizational and program standards	66%	90%	90%	90%
Percentage of grantee organizations that rate the quality of service and support they receive from DCYF as very good to excellent	87%	90%	90%	90%
Number of children, youth, and their families participating in programs/services funded by the Children's Fund	49,498	45,000	45,000	45,000
Increase the availability and quality of out-of-school time programs				
Number of children and youth attending afterschool programs for five or more hours per week	7,542	7,500	7,500	7,600
Percentage of afterschool time program participants who report that there is an adult at the funded program who really cares about them	73%	85%	85%	85%
Prepare San Francisco youth 14 to 17 years old for a productive future by helping them to develop the skills and competencies needed to succeed in school and work				
Number of 14 to 17 year olds placed in a job (subsidized or unsubsidized), internship, or on-the-job training program	3,298	3,000	3,000	2,500
Improve the outcomes of youth that have been identified as at-risk for poor social and educational outcomes				
Number of youth 14-24 years old in DCYF-funded case management program receiving case management services	474	400	630	500

CITY ATTORNEY

To provide the highest quality legal services to the Mayor's Office, the Board of Supervisors, the San Francisco Unified School District and to the many departments, boards and commissions that comprise the government of the City and County of San Francisco.

SERVICES

The City Attorney's core responsibility is to provide legal services to city departments and agencies. The City Attorney is responsible for the following legal services:

- Representing the City and County in all civil legal proceedings, both as defendant and plaintiff.
- Drafting and reviewing legislation, contracts, bonds and other legal documents.
- Defending the validity of local laws and administrative actions, whether enacted by city policymakers or voters.
- Providing legal advice or written opinions to any officer, department head, board, commission or other unit of local government.

- Making recommendations to the Board of Supervisors for or against the settlement or dismissal of legal proceedings.
- Protecting city residents, businesses and neighborhoods by aggressively enforcing San Francisco's building, health, and public safety codes.
- Preparing annual reviews and making available to the public a codification of ordinances of the City and County of San Francisco.
- Investigating, evaluating and recommending disposition of all claims made against the City.

For more information, call (415) 554-4700 or 311; or visit www.sfcityattorney.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	69,525,776	63,231,276	65,056,332	1,825,056	3%
Total FTE	235	229	229	0	0%

BUDGET ISSUES AND DETAILS

The proposed budget for the City Attorney's Office for Fiscal Year 2011–12 is \$65.1 million. This represents an increase of three percent from the Fiscal Year 2010–11 budget of \$63.2 million. Ninety-three percent of the increase is from higher health benefit costs for employees.

AFFIRMATIVE LITIGATION PROGRAM

Since 1998, the City Attorney's Affirmative Litigation Program has successfully advanced important public policy initiatives in San Francisco and across the United States, and it has proven to be of critical importance to the protection of the health, social and financial interests of San Francisco and its citizens. In collaboration with Yale University and the University of California at Berkeley Boalt's Hall School of Law, the City Attorney's affirmative litigation working group researches potential litigation and explores innovative public policy litigation strategies. For Fiscal Year 2011–12, the program will continue to focus on:

- The investigation and prosecution of public integrity cases to ensure the probity and transparency of the City's contracting and decision-making processes, and to seek damages where public funds have been misappropriated. These actions protect the integrity of the City contracting process and related city ordinances, and in many instances reform industry practices.
- The exposure and elimination of unscrupulous business practices, and the pursuit of restitution on behalf of consumers.
- The filing of anti-trust cases on behalf of the City to recover overcharges due to price fixing and other anti-trust violations.
- The development and implementation of legal strategies to end predatory lending practices, and eliminate fraud and financial abuse against senior citizens in San Francisco.

PROTECTING SAN FRANCISCO'S RESIDENTS AND NEIGHBORHOODS

The City Attorney's Neighborhood and Resident Protection team is responsible for the enforcement of municipal and state laws governing public nuisance. During Fiscal Year 2011–12, through a coordinated effort with relevant city agencies, the team will investigate complaints of public nuisance and in appropriate circumstances enforce the

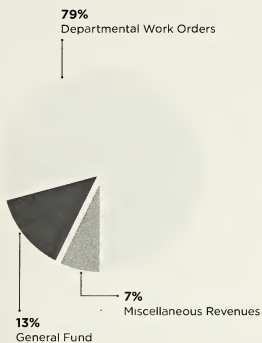
law to abate that nuisance through all necessary means, including litigation. Public nuisance actions are almost certain to generate substantial penalties and the recovery of attorneys' fees and costs. In light of the economic downturn, the team will continue to focus on the collection of outstanding judgments owed to the City.

The team will also continue to abate gang-related problems through the civil gang injunction. The City Attorney's Office now has four permanent and active injunctions in Bayview Hunters Point, the Mission, Visitacion Valley, and the Western Addition. The team cooperates with local, state and federal law enforcement to minimize gang-related violence in San Francisco. There is a documented reduction in gang-related violence associated with named gang members in the safety zones defined under each civil gang injunction. Other areas in San Francisco that experience isolated instances of criminal activity may benefit from other legal options such as drug abatement actions. The team works closely with the San Francisco Police Department to implement the most effective solutions to crimes and other undesirable activities throughout the City.

LEGAL GUIDANCE ON COMPLEX CAPITAL AND ECONOMIC DEVELOPMENT ISSUES

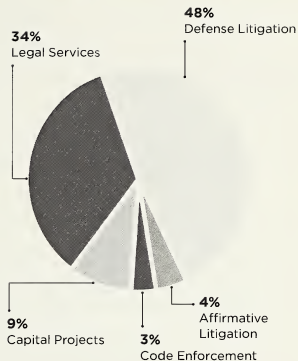
During Fiscal Year 2011–12, the City Attorney's Office will be actively involved in navigating complex legal issues related to the financing, planning, environmental compliance, contracting and construction of the City's various capital improvement projects. The Department will provide advice and counsel in negotiating and implementing agreements on other important city development projects, including America's Cup, the Water and Sewer System Capital Improvement Program, the Exploratorium development at the Port, the commercial green solar program, the Central Subway, the Hunters Point Shipyard, Eastern Neighborhoods Recreation and Housing, Treasure Island, Parkmerced, Transbay Terminal, Mission Bay, San Francisco General Hospital and Laguna Honda Hospital, CPMC projects, the Public Utilities Commission office building at 525 Golden Gate Avenue, the Pier 27 Cruise Terminal, and the SFMOMA expansion.

City Attorney Sources



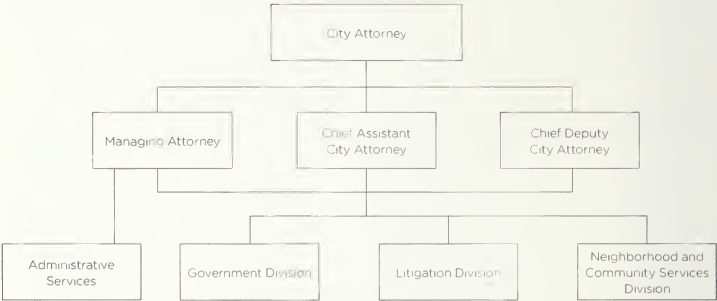
The City Attorney receives 79 percent of revenue through payments from other city departments.

City Attorney Uses



Legal services and litigation costs make up 87 percent of the Department's budget.

CITY ATTORNEY



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	305.80	300.21	299.29	(0.92)	0%
Non-operating Positions (cap/other)	(70.75)	(70.75)	(70.75)	0.00	0
Net Operating Positions	235.05	229.46	228.54	(0.92)	0%
SOURCES					
Licenses & Fines	0	0	1,500,000	1,500,000	N/A
Expenditure Recovery	56,306,236	55,920,618	57,160,689	1,240,071	2%
Use of / (Deposit to) Fund Balance	4,983,609	0	0	0	N/A
General Fund Support	8,235,931	7,310,658	6,395,643	(915,015)	(13%)
Sources Total	69,525,776	63,231,276	65,056,332	1,825,056	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	39,386,906	37,025,753	37,240,222	214,469	1%
Fringe Benefits	11,141,784	13,389,111	15,066,843	1,677,732	13%
Professional & Contractual Services	12,773,188	8,952,451	8,918,146	(34,305)	0%
Materials & Supplies	139,971	132,441	132,441	0	0
Services of Other Departments	6,083,927	3,731,520	3,698,680	(32,840)	(1%)
Uses - Operating Expenditures Total	69,525,776	63,231,276	65,056,332	1,825,056	3%
USES BY PROGRAM RECAP					
Administration	3,348,148	0	0	0	N/A
Claims	4,293,717	5,645,750	5,832,529	186,779	3%
Legal Service	59,148,912	54,850,526	56,488,803	1,638,277	3%
Legal Service-Paying Depts	2,734,999	2,735,000	2,735,000	0	0
Uses by Program Recap Total	69,525,776	63,231,276	65,056,332	1,825,056	3%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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CLAIMS

Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims

Number of claims opened	3,610	3,580	3,580	3,650
Number of claims closed	3,726	3,700	3,700	3,700
Average number of days from claim filing to final disposition	64	100	100	65
Percent of claims denied	53%	55%	55%	50%
Percent of claims settled	47%	45%	45%	47%

LEGAL SERVICE

Draft legislation, at the request of the Board of Supervisors, which expresses the desired policies of the City and County of San Francisco and is legally valid

Number of pieces of legislation drafted	262	330	360	360
Average cost per piece of legislation drafted	\$4,972	\$3,475	\$3,475	\$3,400
Number of Board-generated work assignments	170	218	218	160

Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government

Number of hours required to respond to requests for advice and counsel	164,172	160,650	160,650	150,000
Total cost of responses to requests for advice and counsel, in millions	\$17.1	\$19.2	\$19.2	\$17.1

LEGAL SERVICE-PAYING DEPTS

Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government

Number of tort litigation cases opened	509	525	525	525
Number of tort litigation cases closed	497	525	525	525
Average cost per tort litigation case	\$40,087	\$45,000	\$45,000	\$45,000

CITY PLANNING

The Planning Department promotes the orderly, harmonious use of land and improved quality of life for our diverse community and future generations.

SERVICES

The Planning Department guides future growth, improvement and development of the City through the following divisions:

CITYWIDE PLANNING maintains the City's General Plan and develops planning code controls and other regulations that implement the General Plan.

NEIGHBORHOOD PLANNING reviews project applications, provides public information, and implements historic preservation programs.

ENVIRONMENTAL REVIEW prepares state and federally mandated environmental review documents for the City and County of San Francisco.

ZONING ADMINISTRATION AND COMPLIANCE

administers, interprets and enforces the City's Planning Code.

ADMINISTRATION includes the Director's Office, Commission functions, and the Chief Administrative Officer functions, which support department-wide services. These include information technology, finance, personnel and training, and special projects such as the integrated permit tracking system project.

For more information, call (415) 558-6378 or 311; or visit www.sf-planning.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	21,521,749	23,849,972	24,453,040	603,068	3%
Total FTE	149	146	150	4	3%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Planning Department is proposing a \$24.2 million budget, which represents a \$0.6 million increase from the Fiscal Year 2010–11 budget. This change is largely due to expected increased permit and case volume, which also generates increased fee revenues to cover these expenses.

PERMIT & CASE VOLUME TRENDS

The recent economic downturn had a significant impact on real estate development and construction projects in San Francisco over the past three fiscal years. This downturn caused the Department to experience sharp declines in permit and case volume and resulting fee revenue during Fiscal Years 2008–09 and 2009–10. This trend has since changed. Although permit volume is projected to remain steady in Fiscal Year 2010–11, case volume is expected to rise by nearly 20 percent from the prior year. Both permit and case volume are expected to continue to grow in Fiscal Year 2011–12, generating additional revenue for the ongoing operations of the Department compared to prior fiscal years.

MAJOR ACCOMPLISHMENTS DURING FISCAL YEAR 2010–11

The Department completed substantial accomplishments during Fiscal Year 2010–11, including:

PLANS AND URBAN DESIGN – A new Housing Element was adopted, in compliance with state law, and completion of a draft Recreation and Open Space Element was proposed for adoption. With the Redevelopment Agency and the Office of Economic and Workforce Development (OEWD), the Department completed environmental, urban design, and entitlement work necessary for adoption of the Hunters Point Navy Shipyard Redevelopment. Furthermore, the Department adopted the Better Streets Plan and completed the Mission Streetscape and Fisherman's Wharf Public Realm Plans.

ENVIRONMENTAL REVIEW – City Planning completed an Environmental Impact Report (EIR) and project approval for the proposed retail center for City Place on Market Street. Draft EIRs for major projects were completed, including Treasure Island Redevelopment, Parkmerced, California Pacific Medical Center, and Calaveras Dam.

ORGANIZATIONAL AND PROCEDURAL IMPROVEMENTS

– The Department completed a reorganization that established a Chief of Staff position, redefined the position of Zoning Administrator, created a Communications Manager position, and adjusted

reporting requirements to better reflect department needs and staff expertise. City Planning completed the two year Action Plan, with a redesigned development review process, revised Conditions of Approval, an improved website and many other efforts that increase transparency to the public while streamlining the review process and strengthening the design review process. City Planning also received grants and work orders totaling more than \$9.3 million and adopted Interim Discretionary Review Procedures.

MAJOR WORKPLAN ACTIVITIES PLANNED IN FISCAL YEAR 2011–12

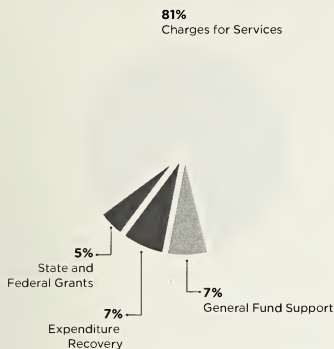
For the upcoming Fiscal Year, the Department plans to undertake the following key activities:

PLANS AND URBAN DESIGN – With the Department of Public Health, City Planning will create a Health Care Master Plan and begin the associated environmental review. City Planning will conduct public realm design activities for projects including Jefferson Street in Fisherman's Wharf, the Central Corridor in anticipation of the Central Subway, the Better Market Streets project, the second phase of the design of Cesar Chavez Street and a public realm plan for the South of Market area. Ongoing work will continue on the Central Corridor Plan, as well as work on regional issues, including the Sustainable Community Strategy required under SB375 and the California High Speed Rail project.

The Department will also initiate the Civic Center Sustainable Resources District planning efforts, complete the Fourth and King Rail Yard Study, and complete and adopt the Community Safety Element. City Planning will also update the Urban Design Element and initiate discussions leading to a potential update to the Transportation Element beginning in Fiscal Year 2012–13. The Department will complete and adopt the Transit Center District Plan and associated EIR.

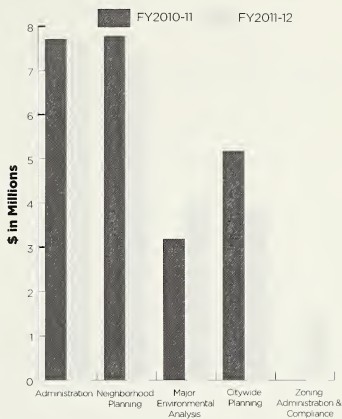
ENVIRONMENTAL REVIEW – City Planning will perform environmental and urban design work to support the upcoming America's Cup yacht races; historic preservation work on CEQA review, Eastern Neighborhood Interim procedures and historic resource work related to Mid-Market, America's Cup and the Civic Center Sustainable Resources District; and environmental review of the California Pacific Medical Center's five campuses, MTA's Transit Effectiveness Project, Glen Park Plan, Academy of Art, Mexican Museum, San Francisco Museum of Modern Art Expansion, Harrison Gardens, Natural Areas Management Plan, Bayview Transportation Improvement Project, and 8 Washington and the Western SOMA Plan.

Department Sources



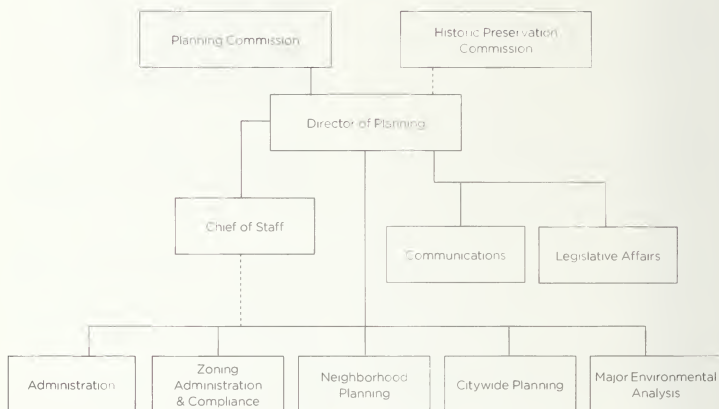
The Planning Department will receive 7 percent of its budget from the General Fund in Fiscal Year 2011-12.

Resource Allocation by Program



As part of a departmental reorganization, Zoning Administration & Compliance is now its own division.

CITY PLANNING



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	154.60	147.29	153.72	6.43	4%
Non-operating Positions (cap/other)	(5.25)	(1.28)	(3.30)	(2.02)	N/A
Net Operating Positions	149.35	146.01	150.42	4.41	3%
SOURCES					
Intergovernmental Revenue - Federal	115,186	1,200,000	69,930	(1,130,070)	(94%)
Intergovernmental Revenue - State	14,693	270,000	1,261,260	991,260	N/A
Intergovernmental Revenue - Other	307,818	0	0	0	N/A
Charges for Services	16,269,293	17,878,345	19,744,223	1,865,878	10%
Other Revenues	792,927	86,100	60,000	(26,100)	(30%)
Expenditure Recovery	2,112,520	1,934,092	1,620,709	(313,383)	(16%)
Use of / (Deposit to) Fund Balance	(787,640)	1,050,000	0	(1,050,000)	(100%)
General Fund Support	2,696,952	1,431,435	1,696,917	265,482	19%
Sources Total	21,521,749	23,849,972	24,453,039	603,067	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	12,043,320	12,954,977	13,590,349	635,372	5%
Fringe Benefits	4,334,785	5,217,086	6,196,721	979,635	19%
Overhead	0	214,474	97,101	(117,373)	(55%)
Professional & Contractual Services	1,357,288	1,849,555	1,053,256	(796,299)	(43%)
Materials & Supplies	102,209	140,008	173,613	33,605	24%
Equipment	13,248	22,280	11,140	(11,140)	(50%)
Services of Other Departments	3,434,937	3,451,592	3,330,860	(120,732)	(3%)
Transfers Out	10,000	0	0	0	N/A
Uses - Operating Expenditures Total	21,295,787	23,849,972	24,453,040	603,068	3%
USES - PROJECT EXPENDITURES					
Capital Projects	225,962	0	0	0	N/A
Uses - Project Expenditures Total	225,962	0	0	0	N/A
USES BY PROGRAM RECAP					
Administration/Planning	6,952,683	7,711,918	7,660,151	(51,767)	(1%)
Current Planning	7,617,860	7,780,621	7,368,210	(412,411)	(5%)
Environmental Planning	3,035,933	3,186,229	4,102,156	915,927	29%
Long Range Planning	3,915,273	5,171,204	3,916,747	(1,254,457)	(24%)
Zoning Administration And Compliance	0	0	1,405,776	1,405,776	N/A
Uses by Program Recap Total	21,521,749	23,849,972	24,453,040	603,068	3%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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CITYWIDE PLANNING

Continue the General Plan element updates

Degree to which Recreation and Open Space Element project milestones are met within four weeks of deadline (increasing scale of 1-5)	n/a	4	4	4
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CURRENT PLANNING

Perform timely and comprehensive review of project applications

Percentage of all building permits in which assignment is made within 14 days	90%	90%	90%	90%
Percentage of all variance applications decided within 120 days	45%	50%	50%	50%
Percentage of conditional use applications requiring Commission action brought to hearing within 90 days	37%	40%	30%	40%
Percentage of all building permits involving new construction and major alterations review, approved or disapproved within 60 days.	63%	65%	65%	65%

ENVIRONMENTAL PLANNING

Perform timely and comprehensive review of applications

Average time between application filing and planner assignment for environmental evaluations, in days	67	40	40	40
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CIVIL SERVICE COMMISSION

To establish, ensure and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco, and to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

SERVICES

The Civil Service Commission (CSC) provides the following services:

ESTABLISHES RULES, POLICIES AND PROCEDURES

to carry out the civil service merit system for public service employment; administers appeals and requests for hearings on the decisions of the Human Resources Director and the Municipal Transportation Agency's Director of Transportation; provides training and education about the merit system; and monitors the operation of the merit system through inspection services and audits.

In addition, the Department conducts surveys, sets salaries for elected officials, provides outreach, information and notification of the catastrophic illness program and administers the City's employee relations ordinance.

EDUCATES THE PUBLIC through increased awareness of the Civil Service Commission's functions and services through publications and expanding information on its website.

For more information, call (415) 252-3247 or 311; or visit www.sfgov.org/civil_service

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	811,408	804,658	824,960	20,302	3%
Total FTE	6	6	6	0	0%

BUDGET ISSUES AND DETAILS

INCREASED DEMAND FOR SERVICES

The Civil Service Commission proposes an \$0.8 million budget for Fiscal Year 2011–12, which represents a 3 percent increase from the Fiscal Year 2010–11 budget. This increase is due to higher employee benefits cost.

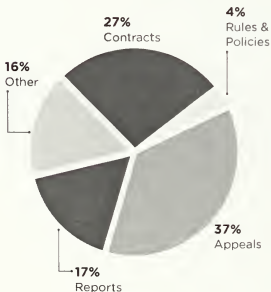
Due to citywide budget reductions the number of inspection requests on layoffs, reinstatements and holdover rights has increased, while reductions in material and supplies, professional services and other department services have been implemented. Although this has increased the workload for the Department, the Civil Service Commission will continue to implement its core functions as mandated by the Charter by resolving appeals and protests, reviewing rules, and conducting audits and inspection requests in a timely manner.

CONTINUED COMMITMENT TO SERVICES

The Department is committed to continue delivering timely and efficient services. For Fiscal Year 2011–12, the Civil Service Commission plans to:

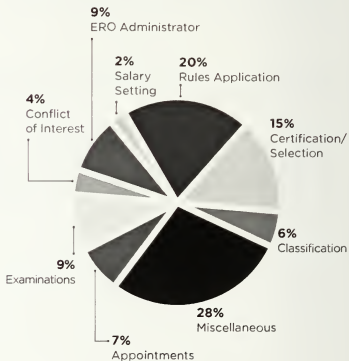
- Increase awareness of the Civil Service Commission's functions and services to the employee, other departments, employee organizations, and the public through the Department's website and publications.
- Address city departments' need for flexibility in personnel management while maintaining the integrity of the City's merit system.
- Work with other departments to establish new or amended rules, policies and procedures and if necessary, meet and confer on rule amendments.
- Provide outreach, training and support to other city departments.
- Review the operation of the merit system through departmental audits on rules, policies and procedures and inspection requests.

Matters Heard in the Civil Service Commission



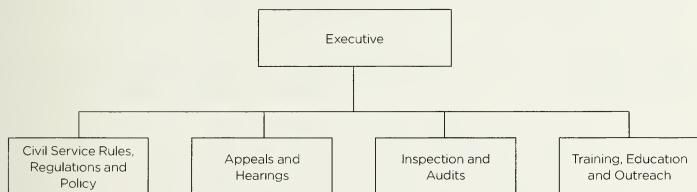
The Civil Service Commission oversees the merit system by: 1) hearing appeals of job examinations, classifications, future employment restrictions; 2) considering proposed Charter amendments, rules, and policy changes; 3) reviewing proposed personal services contracts; 4) hearing reports on merit system operations; and 5) reviewing other matters under the jurisdiction of the Civil Service Commission.

Types of Inspection Requests



The Civil Service Commission conducts audits and investigations to review the operation of the merit system and to respond to merit system issues presented by applicants. Employees, employee organization representatives, advocates and members of the public.

CIVIL SERVICE COMMISSION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	5.85	5.76	5.70	(0.06)	(1%)
Net Operating Positions	5.85	5.76	5.70	(0.06)	(1%)
SOURCES					
Expenditure Recovery	310,000	310,000	310,000	0	0
General Fund Support	501,408	494,658	514,960	20,302	4%
Sources Total	811,408	804,658	824,960	20,302	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	523,915	503,520	503,778	258	0%
Fringe Benefits	179,824	186,456	207,111	20,655	11%
Professional & Contractual Services	6,903	10,300	10,300	0	0
Materials & Supplies	1,466	3,395	3,395	0	0
Services of Other Departments	99,300	100,987	100,376	(611)	(1%)
Uses - Operating Expenditures Total	811,408	804,658	824,960	20,302	3%
USES BY PROGRAM RECAP					
Civil Service Commission	811,408	804,658	824,960	20,302	3%
Uses by Program Recap Total	811,408	804,658	824,960	20,302	3%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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CIVIL SERVICE COMMISSION

Support Commission in resolving civil service issues

Percentage of appeals and requests for hearings processed within seven days	100%	100%	100%	100%
Percentage of appeals resolved and forwarded to the Commission in the fiscal year	70%	65%	60%	65%
The percentage of completed responses to Inspection Service requests within 60 days	93%	75%	75%	75%
The number of merit system audits conducted and completed in the fiscal year	6	6	6	7

CONTROLLER

To ensure the City's financial integrity and promote efficient, effective and accountable government. The Controller's Office strives to be a model for good government and to make the City a better place to live and work.

SERVICES

As the chief accounting officer and auditor for the City and County of San Francisco, the Controller is responsible for financial systems, procedures, internal controls and reports on the City's fiscal condition. The Controller provides a variety of support services in the following divisions:

ACCOUNTING OPERATIONS AND SYSTEMS controls the financial activities of the City, including certifying contracts, paying vendors, approving personnel requisitions and maintaining oversight of departmental expenditures on a continuous basis to assess the overall fiscal condition of the City. The division is also responsible for producing the City's annual audited financial statements, and maintaining and managing the City's financial information systems.

BUDGET AND ANALYSIS provides fiscal management and oversight, budgetary planning and financial analyses for the City. The division implements and controls budgetary changes, balances revenues with expenditures, projects the mid-year and year-end financial condition of the City and produces the Countywide Cost Allocation Plan (COWCAP). The Budget and Analysis Division also provides financial, budgetary, and economic information to a wide range of customers, including the Mayor, Board of Supervisors, city departments, rating agencies, community stakeholders, and the press.

CITY SERVICES AUDITOR conducts financial and performance audits of departments, agencies, concessions and contracts. The division has broad authority for benchmarking, performance management and best practices.

PAYROLL/PERSONNEL SERVICES provides payroll services for 27,000 city employees and ensures compliance with local, state and federal law, wage and hour regulations.

ECONOMIC ANALYSIS reports on pending city legislation that has a potential and substantial economic impact on the City. The office analyzes proposed legislative and policy changes on attracting and retaining businesses, job creation, tax and fee revenues and other matters relating to the overall economic health of the City.

PUBLIC FINANCE issues and manages the City's General Fund debt obligations. It provides low-cost debt financing of large scale, long-term capital projects and improvements that produce social and economic benefits to the citizens of San Francisco while balancing market and credit risk. The City relies on the issuance of General Obligation bonds to leverage property tax receipts for voter-approved capital expenditures for construction and/or acquisition of improvements to real property.

For more information, call (415) 554-7500 or 311; or visit www.sfcontroller.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	39,430,975	33,114,836	38,188,906	5,074,070	15%
Total FTE	180	194	201	8	4%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Office of the Controller will have a \$38.2 million operating budget, including \$10.4 million in General Fund support. This is a \$5.1 million (15 percent) increase overall, but a \$1 million (nine percent) reduction in General Fund support, compared to Fiscal Year 2010–11. While the Controller's Office was able to reduce its need for General Fund support through staffing efficiencies and work order recoveries, the overall budget grew because of funding for development of eMerge, the City's new Human Resources, Benefits Administration and Payroll system.

TWO YEAR BUDGET CYCLE AND FIVE-YEAR FINANCIAL PLAN

The Controller's Office plays a key role in developing the systems and processes necessary to implement two-year budgeting and long-term planning for the City and County of San Francisco. In November 2009, voters passed Proposition A which allowed the City to implement a rolling two-year budget cycle. The proposition provided for the two-year budget process to be piloted in the Fiscal Year 2010–11 budget by select non-General Fund supported departments, including the Airport, Port and the Public Utilities Commission, along with the Municipal Transportation Agency, which was already on a two-year budget cycle. The pilot identified further necessary enhancements and refinements to the budget system to successfully implement a citywide two-year budgeting cycle beginning in Fiscal Year 2012–13.

Proposition A also requires the City to develop a five-year financial plan to improve the City's long-term financial management. During Fiscal Year 2010–11, the Mayor's Office and the Controller's Office collaborated in the development of the citywide Five-Year Financial Plan covering Fiscal Years 2011–12 through 2015–16. The Plan is intended to be a vehicle to discuss longer-term financial and operational issues facing the City. The Five Year Financial Plan forecasts revenues and expenditures; identifies planning challenges and opportunities; devises strategies to achieve financial stability; and builds consensus around the City's financial priorities.

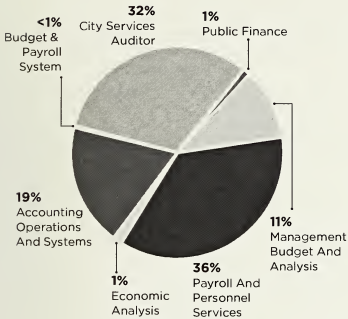
EMERGE

In Fiscal Year 2007–08, the City embarked on a three-year project to establish eMerge, an integrated Human Resources, Benefits Administration and Payroll system. This consolidated system will provide web-based, standardized functions for recruitment, hiring, position management, workforce and personnel administration, benefits administration, time and attendance reporting, project and labor distribution, credentialing of the workforce, and management of the Disaster Service Worker program. In Fiscal Year 2011–12, the eMerge budget will require full funding from work order recoveries from City departments to support additional development and implementation of the system's Workforce Management, Position Management, Payroll, and Benefits Administration components. Absence Management tracking will also be implemented for select Leave Plans. Time and Labor implementation will be staggered throughout the year and will continue into early Fiscal Year 2012–13.

FINANCIAL SYSTEM REPLACEMENT PROJECT

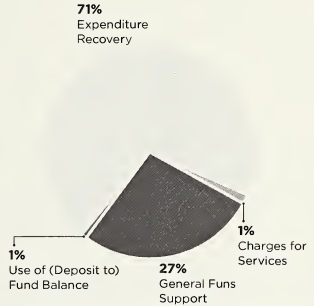
In Fiscal Year 2011–12 the Controller will begin the initial scoping and analysis for implementing a new Financial System for the City. The current financial system, FAMIS, was developed in the mid 1970's as a mainframe-based legacy system that has been improved over the years with upgraded versions of the software, improved reporting and a front-end user interface. However, the core system cannot support additional enhancements and functionality that are needed to meet various financial requirements and financial reporting demands. After the scoping project is complete, the replacement of the City's financial systems will be a multi-year project led by the Controller's Office that will include systems evaluation and selection, design, development training, and implementation.

Resources by Services Area



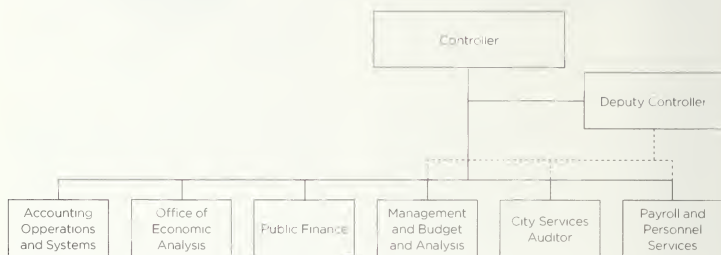
The Controller's Office Payroll and Personnel Services Division (PPSD) is the largest program within the Controller's Office. In addition to providing payroll services for 27,000 City employees and ensuring compliance with wage and hour regulations, PPCS is home to eMerge, the City's integrated Human Resources, Benefits Administration and Payroll system.

Source of Funds



As a provider of a variety of critical accounting, budget and payroll support services, the majority of the Controller's Office's budget is supported by work orders from other city departments.

CONTROLLER



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11

AUTHORIZED POSITIONS

Total Authorized	213.32	218.02	208.58	(9.44)	(4%)
Non-operating Positions (cap/other)	(33.00)	(24.48)	(7.50)	16.98	(69%)
Net Operating Positions	180.32	193.54	201.08	7.54	4%

SOURCES

Local Taxes	42,513	36,360	36,360	0	0
Charges for Services	401,519	365,826	365,826	0	0
Other Revenues	688,913	0	0	0	N/A
Transfers In	15,787	0	0	0	N/A
Expenditure Recovery	23,768,870	21,322,732	26,922,315	5,599,583	26%
Use of / (Deposit to) Fund Balance	0	0	500,000	500,000	N/A
General Fund Support	14,513,373	11,389,918	10,364,405	(1,025,513)	(9%)
Sources Total	39,430,975	33,114,836	38,188,906	5,074,070	15%

USES - OPERATING EXPENDITURES

Salaries & Wages	19,548,659	17,792,352	18,987,324	1,194,972	7%
Fringe Benefits	5,787,649	6,665,852	7,760,633	1,094,781	16%
Professional & Contractual Services	10,180,469	6,375,200	8,286,277	1,911,077	30%
Materials & Supplies	793,182	436,716	609,775	173,059	40%
Equipment	621,453	39,752	648,000	608,248	N/A
Services of Other Departments	2,499,563	1,804,964	1,896,897	91,933	5%
Uses - Operating Expenditures Total	39,430,975	33,114,836	38,188,906	5,074,070	15%

USES BY PROGRAM RECAP

Accounting Operations And Systems	7,169,711	7,441,458	7,133,816	(307,642)	(4%)
City Services Auditor	8,584,050	11,630,947	12,126,014	495,067	4%
Economic Analysis	354,441	289,153	418,713	129,560	45%
Management, Budget And Analysis	4,343,22	3,837,659	4,231,644	393,985	10%
Payroll And Personnel Services	18,513,748	9,409,608	13,757,669	4,348,061	46%
Public Finance	465,803	506,011	521,050	15,039	3%
Uses by Program Recap Total	39,430,975	33,114,836	38,188,906	5,074,070	15%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ACCOUNTING OPERATIONS AND SYSTEMS				
Ensure that the City follows appropriate accounting procedures				
Number of findings of material weakness in annual City audit	0	0	0	0
Provide accurate, timely financial reporting				
City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association (1 equals yes)	1	1	1	1
CITY SERVICES AUDITOR				
Provide effective consulting and technical assistance to City departments to improve their operations				
Percentage of client ratings for technical assistance projects that are good or excellent	85%	90%	90%	95%
ECONOMIC ANALYSIS				
Provide timely economic and operational analyses to inform legislation and management decisions				
Percentage of OEA economic impact reports completed by the hearing date	71%	100%	93%	100%
MANAGEMENT, BUDGET AND ANALYSIS				
Provide accurate, timely information to support fiscal planning				
Percentage by which actual General Fund revenues vary from prior year revised budget estimates	5.30%	2.50%	1.90%	2.00%
PAYROLL & PERSONNEL SERVICES				
Provide accurate, timely financial transactions				
Percentage of payroll transactions not requiring correction	99.4%	99.0%	98.9%	99.7%
PUBLIC FINANCE				
Reduce the City's debt service costs through bond refinancings				
Present value savings from bond refinancings	\$10,000,000	\$5,000,000	\$17,000,000	\$5,000,000

COUNTY EDUCATION

Funding for support staff at the San Francisco Unified School District's (SFUSD) County Education Office is maintained in this submission, as legally required of counties under the California Constitution.

SERVICES

In Fiscal Year 2002–03, funding for programs and services at the County Education Office was diverted to the Department of Children, Youth and Their Families (DCYF), which administers the funds in conjunction with the SFUSD.

In Fiscal Year 2011–12, General Fund support for arts, music and athletics programs offered through the school district will remain constant.

In March 2004 voters approved Proposition H, creating a Public Education Enrichment Fund and requiring that the

City deposit gradually increasing amounts of funding each year to support programs at the Unified School District and First 5 San Francisco. The total funding obligation for Fiscal Year 2011–12 is \$43.9 million. More detail about this program can be found in the department sections for Children and Families Commission (also known as the First 5 San Francisco) and DCYF.

For more information, call (415) 241–6000; or visit www.sfusd.edu

BUDGET DATA SUMMARY

	2009–10 Actual	2010–11 Budget	2011–12 Proposed	Change from 2010–11	% Change from 2010–11
Total Expenditures	80,129	77,593	116,026	38,433	50%
Total FTE	1	1	1	0	0%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	10.99	10.99	10.99	0.00	0
Non-operating Positions (cap/other)	(10.00)	(10.00)	(10.00)	0.00	0
Net Operating Positions	0.99	0.99	0.99	0.00	--
SOURCES					
General Fund Support	80,129	77,593	116,026	38,433	50%
Sources Total	80,129	77,593	116,026	38,433	50%
USES - OPERATING EXPENDITURES					
Salaries & Wages	59,226	53,671	91,817	38,146	71%
Fringe Benefits	20,903	23,922	24,209	287	1%
Uses - Operating Expenditures Total	80,129	77,593	116,026	38,433	50%
USES BY PROGRAM RECAP					
County Education Services	80,129	77,593	116,026	38,433	50%
Uses by Program Recap Total	80,129	77,593	116,026	38,433	50%

DISTRICT ATTORNEY

To investigate, charge and prosecute all criminal violations of the laws of California occurring within the City and County of San Francisco, on behalf of the people of the State of California and to provide support services to victims of violent crimes.

SERVICES

The District Attorney's Office reviews and prosecutes criminal acts in the City and County of San Francisco through the following divisions:

THE GENERAL OPERATIONS DEPARTMENT

Consists of the Criminal Division, the Collaborative Courts Division, and the Victim Services Division. The Criminal Division investigates and prosecutes serious and violent felony offenses and also investigates and prosecutes misdemeanor crimes. The newly formed Collaborative Courts Division manages all alternative courts including Behavioral Health Court, Drug Court, Community Justice Center, Truancy Court, Back on Track as well as the Neighborhood Prosecutor initiative and Community Courts. The Victim Services Division provides support services to over 4,000 victims of crime annually. Services include crisis intervention, court accompaniment, and assistance with State Victim Witness Compensation applications.

THE SPECIAL OPERATIONS DEPARTMENT Consists of the White Collar Division, the Investigations Division,

and the Brady Appellate and Training Division. The White Collar Division investigates and prosecutes a variety of specialized crimes. This division consists of two units: the Special Prosecutions Unit, and the Economic Crimes Unit. The Investigations Division is comprised of the sworn investigative branch of the office. This division provides litigation support to the Operations Department and conducts investigations within the Special Operations Department. The Brady, Appellate & Training Division is responsible for handling writs and appeals, specialized legal motions, developing legal training materials, conducting on-site legal training, as well as evaluating and responding to trial integrity issues.

THE SUPPORT SERVICES DEPARTMENT provides financial, clerical, litigation, information technology and human resource support to the investigative and prosecutorial divisions of the office.

For more information, call (415) 553-1752 or 311; or visit www.sfdistrictattorney.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	40,268,111	39,441,494	40,970,944	1,529,450	4%
Total FTE	241	243	240	(3)	(1%)

BUDGET ISSUES AND DETAILS

The District Attorney's Office (DA) Fiscal Year 2011-12 budget is \$41.0 million which is a four percent increase over the prior year budget of \$39.4 million. The increased costs are the result of funding for community courts and temporary staffing to reduce the homicide case backlog, and strengthening the Brady Division in response to the growing need for case review.

NEIGHBORHOOD COURTS

The District Attorney's Office has launched a new initiative to create a Neighborhood Prosecutor Program and expand Neighborhood Courts throughout the City. This initiative will quickly refer nonviolent criminal cases to these courts so community members can decide how to best address the problems that commonly plague their neighborhoods. Neighborhood prosecutors will be assigned to district stations to quickly review and refer appropriate misdemeanor and infractions to the Neighborhood Courts. Volunteer community panels then hear the cases and decide on how the offender will repair the community.

Neighborhood court adjudicators can direct participants to engage in community service, pay restitution, get treatment, or apply other sanctions. The volunteers are trained in restorative justice, arbitration, and problem solving. Neighborhood courts will take seriously the crimes that most frustrate residents but are often a lower priority in traditional criminal courtrooms.

BRADY APPELLATE & TRAINING DIVISION

Brady is a constitutional discovery requirement in criminal cases, mandating that the prosecution provide exculpatory information to the defendant. Exculpatory Evidence/Brady

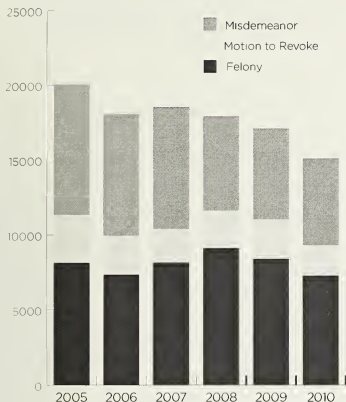
Material is evidence in the government's possession that is forwardable to the accused and that is material to either guilt or punishment, including evidence that may impact the credibility of a witness.

In order to address new and ongoing Brady compliance issues and the resulting increased appellate and motion work, the District Attorney created a new division – Brady, Appellate and Training (BAT). The BAT Division is responsible for 1) the review of Brady materials and the implementation of the Brady policies; 2) responding to all appeals and writs including the increasing number of motions filed on Brady issues; and 3) the training of all DA staff on legal issues and ethical obligations, including those required under Brady. This Division is an integral component in maintaining the checks and balances of the criminal justice system.

STATE REALIGNMENT

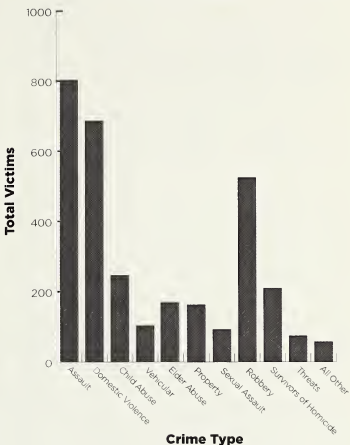
With the passage of AB 109, there will be a significant shift in responsibility for parole violators as well as the eligibility criteria for prison commitment sentences. The State has shifted the burden of adjudicating parole violations to local jurisdictions. AB 109 also redefines offenses eligible for state prison commitments. This represents a fundamental change in the responsibility of all criminal justice agencies throughout California. Currently, parole violations are handled by the State Board of Parole under the jurisdiction of the California Department of Corrections and Rehabilitation. With realignment, these cases will now be handled through the Superior Court and local District Attorneys will become responsible for prosecuting all low-level non-violent parole violations. Though not currently quantified, the cost implications could be significant for all partners in the criminal justice system. Revenue from the State to support these new responsibilities is also uncertain.

Arraignments by Crime Type



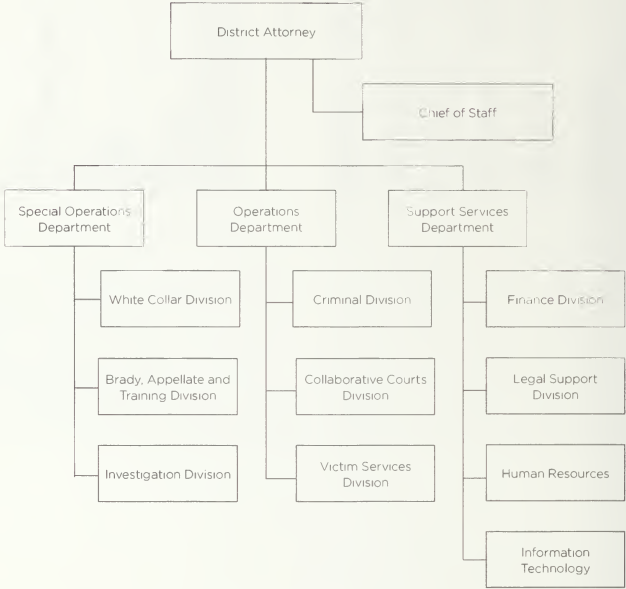
The San Francisco District Attorney's Office files criminal charges in three categories; misdemeanors, motion to revoke and felonies.

Total Victims Served in 2010 By Crime Type



In 2010 the Victim Services Division of the District Attorney's Office served 3,134 victims. These victims were provided with over 30,000 service contacts including but not limited to crisis intervention, court escort, assistance with claims submission, child care assistance, funeral arrangement, victim impact statements, and orientation with the criminal justice system.

DISTRICT ATTORNEY



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	246.14	249.47	246.31	(3.16)	(1%)
Non-operating Positions (cap/other)	(5.25)	(6.25)	(6.25)	0.00	0
Net Operating Positions	240.89	243.22	240.06	(3.16)	(1%)
SOURCES					
Licenses & Fines	483,667	0	0	0	N/A
Intergovernmental Revenue - Federal	2,304,414	1,278,208	1,036,872	(241,336)	(19%)
Intergovernmental Revenue - State	3,411,305	3,437,249	3,171,120	(266,129)	(8%)
Charges for Services	471,025	703,274	706,279	3,005	0%
Other Revenues	91,114	0	0	0	N/A
Expenditure Recovery	1,300,709	1,471,534	1,370,029	(101,505)	(7%)
Use of / (Deposit to) Fund Balance	51,785	554,385	598,702	44,317	8%
General Fund Support	32,154,092	31,996,844	34,087,943	2,091,099	7%
Sources Total	40,268,111	39,441,494	40,970,945	1,529,451	4%
USES - OPERATING EXPENDITURES					
Salaries & Wages	28,981,758	26,991,657	27,428,308	436,651	2%
Fringe Benefits	7,386,701	8,826,468	9,982,505	1,156,037	13%
Overhead	199,661	1,931	9,431	7,500	N/A
Professional & Contractual Services	1,772,083	1,985,046	1,902,844	(82,202)	(4%)
Aid Assistance / Grants	283,469	332,692	247,992	(84,700)	(25%)
Materials & Supplies	254,110	221,064	414,082	193,018	87%
Equipment	62,928	36,724	26,065	(10,659)	(29%)
Services of Other Departments	1,327,401	1,045,912	959,717	(86,195)	(8%)
Uses - Operating Expenditures Total	40,268,111	39,441,494	40,970,944	1,529,450	4%
USES BY PROGRAM RECAP					
Administration - Criminal & Civil	1,188,558	1,230,726	1,823,694	592,968	48%
Career Criminal Prosecution	913,378	826,606	963,665	137,059	17%
Child Abduction	1,029,076	1,010,750	980,112	(30,638)	(3%)
Family Violence Program	650,559	857,337	868,342	11,005	1%
Felony Prosecution	23,171,414	22,437,454	23,150,139	712,685	3%
Misdemeanor Prosecution	1,719,967	2,153,564	1,834,611	(318,953)	(15%)
Support Services	4,724,649	4,674,366	5,868,360	1,193,994	26%
Work Orders & Grants	6,870,510	6,250,691	5,482,021	(768,670)	(12%)
Uses by Program Recap Total	40,268,111	39,441,494	40,970,944	1,529,450	4%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
FAMILY VIOLENCE PROGRAM				
Assist victims to recover in the aftermath of crime				
Number of victims provided with crisis intervention services	2,624	2,900	2,900	2,900
FELONY PROSECUTION				
Hold felony offenders accountable for their crimes				
Number of adult felony arrests reviewed	14,616	17,500	15,000	15,000
Number of adult felony arrests charged or handled by probation revocation	8,155	11,000	8,000	8,000
Average number of adult felony cases handled per felony trial attorney	100	132	100	100
Effectively prosecute homicide cases				
Average number of cases handled per attorney in the homicide unit	9	10	10	8
Maintain and increase specialized skills of investigators and prosecutors through training programs				
Number of enhanced trainings provided for attorneys and investigators	81	80	80	80

ECONOMIC & WORKFORCE DEVELOPMENT

To provide citywide leadership on economic and workforce development initiatives; to identify key cluster sectors to target for workforce training and economic growth; to maintain a system that integrates economic and workforce programs and services; to support small businesses; to revitalize and improve neighborhoods and local economic sustainability; and to promote San Francisco as a good place for business and investment.

SERVICES

The Office of Economic and Workforce Development (OEWD) provides, coordinates and facilitates the following services:

THE BUSINESS ATTRACTION AND RETENTION DIVISION works to attract and retain businesses, with an emphasis on key industry clusters.

THE WORKFORCE DEVELOPMENT DIVISION provides overall strategic coordination for the City's workforce development system and implements job training programs in high-demand industries.

THE SMALL BUSINESS COMMISSION, OFFICE OF SMALL BUSINESS AND SMALL BUSINESS ASSISTANCE CENTER provide citywide policy direction on issues affecting small businesses and operate a One Stop Small Business Assistance Center that supports small businesses.

THE NEIGHBORHOOD COMMERCIAL DEVELOPMENT DIVISION facilitates the revitalization of economic corridors in economically disadvantaged

neighborhoods and creates Community Benefit Districts throughout the City.

THE JOINT DEVELOPMENT DIVISION manages major public-private real estate development projects in order to maximize public benefits, including the development of affordable housing, economic activity, jobs, and open space.

THE FILM COMMISSION promotes San Francisco as a film destination to filmmakers and spurs additional city revenue and jobs by attracting and facilitating film productions.

THE INTERNATIONAL TRADE AND COMMERCE DIVISION increases international business opportunities in the city through direct international business attraction efforts, development of international government and non-governmental organization partnerships, and the expansion of infrastructure to facilitate increased international travel to San Francisco.

For more information, call (415) 554-6969 or 311; or visit www.oewd.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	13,857,419	18,300,328	32,122,184	13,821,856	76%
Total FTE	56	59	65	6	10%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Office of Economic and Workforce Development is proposing a \$32.1 million budget, which represents a \$13.8 million increase from the Fiscal Year 2010–11 budget. This increase is driven by the America's Cup project. The change to the Department's General Fund support is an increase of \$0.2 million.

STRENGTHENING BUSINESS DEVELOPMENT INITIATIVES

OEWD remains focused on supporting job creation and retention in San Francisco. The Business Development Division will continue the successful sector-based economic development initiatives focused on biotech, cleantech, technology, and industrial sectors – priority sectors identified in the 2007 San Francisco Economic Strategy. The Department will continue its efforts to recruit new businesses and support the expansion of existing businesses to create a range of job opportunities for San Franciscans of all education, skill and experience levels.

OEWD will update the San Francisco Economic Strategy which will include an assessment of the City's economic development policy goals, economic performance, and a review of competitiveness factors. The Business Development Division will also continue its business outreach programs designed to promote local, state and federal tax incentives and connect businesses to city workforce development, environmental and other programs.

WORKFORCE PROGRAMS AND LOCAL HIRE IMPLEMENTATION

In Fiscal Year 2011–12, the Workforce Development Division will continue to implement several expanded programs to increase services to San Francisco job seekers and employers. These programs include continuing the roll-out of training academies, including a green skills academy (TrainGreenSF) and a healthcare academy, as well as refining CityBuild Academy trainings to be responsive to current labor market realities and to address the needs of construction workers who require customized skills in an increasingly competitive job market.

In December of 2010, the Board of Supervisors approved the Local Hiring Policy for Construction. This policy provides requirements around how many work hours must be completed by city residents on City-funded construction projects, starting with 20 percent in 2011, rising five percent annually to reach 50 percent in the seventh year.

The Mayor's budget supports the successful implementation of the new ordinance, including four new positions, three of which are to be supported through outside recoveries. OEWD will provide contractor outreach

and resources to assist contractors with meeting the local hire goals, and will investigate complaints that arise from this policy. Since the Local Hire policy can only succeed if there continues to be a skilled local workforce toward meeting the hiring requirements, the proposed budget maintains full funding for the CityBuild Academy. This program is the city's primary feeder into union trades and ensures our residents are trained in the various construction trades and crafts.

WELCOMING THE AMERICA'S CUP

On December 31, 2010, San Francisco was selected as the host city for the 34th America's Cup. The America's Cup is the oldest trophy in international sport and the largest sporting event in the world by both spectator volume and economic impact after the Olympics and the World Cup. OEWD has been aggressively working to meet the many obligations outlined in the Host and Venue Agreement (HVA). This includes not only required permits, plans, and California Environmental Quality Act (CEQA) documents but the development of a robust public engagement strategy with a wide range of audiences. Expenses incurred will be offset through fundraising efforts by the America's Cup Organizing Committee, which has pledged to raise up to \$32 million from private sources (including \$12 million by the end of 2011) to reimburse the City for the cost of hosting the events.

OEWD is organizing its preparation for the America's Cup around four guiding principles: resource efficiency, environmental sustainability, strategic adaptability, and positive legacy. The America's Cup presents the possibility of a twin transformation – one of unprecedented investment in the City's waterfront as well as a new era for the America's Cup with the best sailors on the fastest boats in one of the greatest natural marine amphitheatres in the world.

SUPPORTING SMALL BUSINESSES

OEWD provides a variety of supportive services and programs to the city's small business owners and entrepreneurs. The Neighborhood Economic Development Division manages a portfolio of grants to nonprofit organizations that provide direct technical assistance to small business owners and entrepreneurs. These services enable small businesses and entrepreneurs to create jobs and increase access to services in low- and moderate-income neighborhoods around the city. OEWD also oversees a number of lending programs for business owners.

OEWD and its Office of Small Business (OSB) provide direct support to companies seeking to navigate city processes. OSB and its Small Business Assistance Center, which opened in May 2008, are staffed by highly trained case managers responsible for assessing business needs and providing targeted one-on-one assistance in the following five key areas: business start-up/expansion, permit assistance, procurement, compliance with government laws and regulations, and resource referrals. Services are available in Spanish and Chinese and can be accessed by phone, walk-in, or by appointment. The Department is also working to simplify the business permitting process for small businesses.

OSB will also continue to educate small businesses on their obligations related to disability access under both Federal and State laws to minimize the risk of lawsuit, highlight the importance of small local businesses to the San Francisco economy and host Small Business Week in partnership with the private sector and the federal Small Business Administration. San Francisco's Small Business Week is the largest small business week in the United States of America.

STRENGTHENING NEIGHBORHOODS

The Neighborhood Economic Development Division is working with a number of economically disadvantaged neighborhoods to revitalize their commercial corridors through the San Francisco Neighborhood Marketplace Initiative (NMI). NMI is a public-private partnership led by the Neighborhood Commercial Development Division and the Local Initiatives Support Corporation, a nonprofit community development organization. Key activities include: support for local small businesses, streetscape and storefront improvements, cleanliness and safety projects, promotion and marketing, business attraction; and catalyzing real estate development projects.

The Central Market Partnership, an extension of NMI, is an interdepartmental, public-private partnership staffed by OEWD, whose purpose is to bring about the economic transformation of Central Market (from approximately Fifth Street to Van Ness). Among the initiatives that are part of this effort are the Central Market Cultural District Loan Fund, arts organization attraction and facility development, small business development, arts activation for public spaces, and coordination among City projects including the establishment of a Redevelopment Plan, the Better Market Street initiative, and safety enhancements.

OEWD will also continue to provide technical support and contract oversight for the 12 existing Community Benefit & Business Improvement Districts (CBDs/BIDs) and will also continue to facilitate the creation of new CBDs/BIDs. In these districts, property owners and/or businesses voluntarily pay a special assessment to fund improvements to San Francisco's diverse mixed use and neighborhood

retail districts and to stimulate particular commercial sectors within the economy.

SUPPORTING PUBLIC/PRIVATE PARTNERSHIPS

The Joint Development Division supports the City's ongoing public-private real estate partnerships, which represent billions of dollars in potential new improvements in San Francisco, thousands of construction and permanent jobs, millions of dollars in tax revenue, hundreds of acres of parks and open space and major strides in making the city a model for environmentally sustainable growth. In the coming year, the Joint Development Division will continue to manage these important land use projects, including development of the Transbay Terminal, Treasure Island, Hunters Point Shipyard, the California Pacific Medical Center's five-campus expansion and retrofit plan, Park Merced, the Phelan Loop/Balboa Station Plan Area, reuse of the historic Fillmore Muni sub-station and the Old Mint, expansion of the San Francisco Wholesale Produce Market and the expansion of the Moscone Convention Facilities.

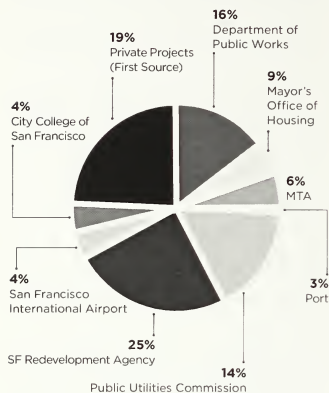
FILM AND INTERNATIONAL TRADE

The Film Commission will continue to reach out to the film industry to promote the Scene in San Francisco Rebate Program, in order to attract more feature films to the city. The Rebate Program has attracted two major productions to San Francisco in the past year, including HBO's *Hemingway & Gellhorn*, and an animated production slated to be created in San Francisco over the next three years. Both productions have had a high rate of local hires. The Film Commission will also continue to seek out additional incentives to attract productions to San Francisco, such as its recently created Vendor Discount Program. The Film Commission will also be launching its San Francisco Film Collective, which will provide affordable office space to emerging filmmakers and creative professionals with significant ties to San Francisco, in order to help nurture the production of local independent and documentary films.

The International Trade and Commerce Division will continue working to increase international partnerships between San Francisco and foreign governments and non-government organizations. These efforts include San Francisco's award-winning Sister City program, as well as a partnership with San Francisco International Airport to attract new airlines and expand existing international airline activity. ChinaSF is another key initiative between OEWD and the non-profit San Francisco Center for Economic Development to attract investment from China and to increase commerce between China and San Francisco. The Mayor's budget includes a \$100,000 increase to ChinaSF, which will be matched by private sector contributions.

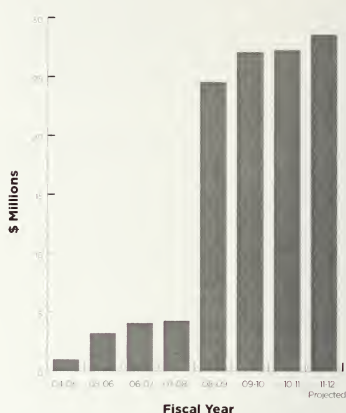
CityBuild Placements by Department

Fiscal Year 2010-11



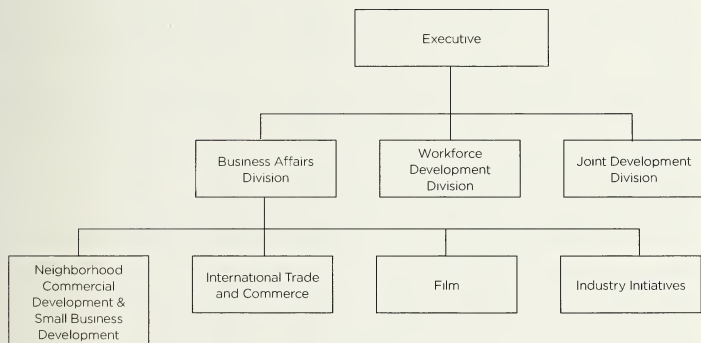
CityBuild placed 469 clients in jobs between July 1, 2010 and April 30, 2011.

Total Funding Assessed by Community Benefit Districts for Local Improvements



In Fiscal Year 2011-12, assessment for the newly formed Civic Center CBD begins, Embarcadero and West Portal CBDs will be newly proposed, and the Fillmore CBD will be up for renewal.

ECONOMIC & WORKFORCE DEVELOPMENT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	64.84	72.62	77.93	5.31	7%
Non-operating Positions (cap/other)	(8.40)	(14.08)	(13.40)	0.68	(5%)
Net Operating Positions	56.44	58.54	64.53	5.99	10%
SOURCES					
Intergovernmental Revenue - Federal	2,852,624	6,498,851	6,861,126	362,275	6%
Charges for Services	467,534	744,240	755,625	11,385	2%
Other Revenues	0	0	12,142,582	12,142,582	N/A
Transfers In	400,000	400,000	651,546	251,546	63%
Expenditure Recovery	2,745,659	3,893,939	4,741,354	847,415	22%
General Fund Support	7,391,602	6,763,298	6,969,951	206,653	3%
Sources Total	13,857,419	18,300,328	32,122,184	13,821,856	76%
USES - OPERATING EXPENDITURES					
Salaries & Wages	3,744,442	5,566,249	6,174,932	608,683	11%
Fringe Benefits	1,084,672	2,015,455	2,425,761	410,306	20%
Professional & Contractual Services	1,596,462	1,066,313	11,610,458	10,544,145	N/A
Aid Assistance / Grants	5,880,395	8,643,009	8,942,398	299,389	3%
Materials & Supplies	69,393	105,344	91,635	(13,709)	(13%)
Services of Other Departments	1,482,055	903,958	693,240	(210,718)	(23%)
Transfers Out	0	0	2,183,760	2,183,760	N/A
Uses - Operating Expenditures Total	13,857,419	18,300,328	32,122,184	13,821,856	76%
USES BY PROGRAM RECAP					
Children's Baseline	413,150	314,065	314,065	0	0
Economic Development	4,433,290	3,316,813	16,454,359	13,137,546	N/A
Film Services	1,049,119	944,240	1,207,171	262,931	28%
Office Of Small Business Affairs	570,987	597,505	613,480	15,975	3%
Workforce Training	7,390,873	13,127,705	13,533,109	405,404	3%
Uses by Program Recap Total	13,857,419	18,300,328	32,122,184	13,821,856	76%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ECONOMIC DEVELOPMENT				
To improve the business climate in San Francisco in order to attract and retain businesses, with specific focus on targeted industries and including small business				
Number of businesses taking advantage of incentive programs including local payroll tax exemptions and state enterprise zone benefits	1,272	1,000	1,000	1,150
Number of state and local enterprise zone vouchers issued	9,904	8,000	10,000	10,150
To strengthen the economic vitality of neighborhoods and commercial corridors				
Annual Community Benefit District (CBD) revenue	\$26,874,406	\$35,697,272	\$27,307,354	\$28,642,398
To grow and support quality workforce opportunities for all San Francisco residents				
Placement rate of individuals in jobs	84%	65%	65%	75%
To foster international trade				
Number of international trade delegations hosted or co-hosted	102	100	100	110
Develop, assist, and promote film activities				
Number of permits issued	351	350	350	350
Revenues collected from film permits	\$133,000	\$85,000	\$144,240	\$144,000
OFFICE OF SMALL BUSINESS AFFAIRS				
Foster, promote and retain small businesses in San Francisco				
Number of small businesses assisted	3,913	3,200	2,800	2,800

ELECTIONS

The mission of the Department of Elections is to conduct accurate and efficient elections under the rules and regulations established by federal, state, and local laws; to have an open process that provides the public confidence in the election system; to improve upon and provide a public outreach and education plan to all eligible voters in San Francisco; and continue to improve services provided by streamlining processes and looking ahead to the future needs of the voters of San Francisco.

SERVICES

The Department of Elections conducts all federal, state, and local elections in the City and County of San Francisco and provides the following major programs and services:

REGISTERS voters and maintains and updates San Francisco's voter roll, with a current registration base of 469,292 voters.

MANAGES the design, translation, production and distribution of multi-card trilingual ballots for each election, including vote-by-mail ballots for over 191,314 permanent vote-by-mail voters.

MANAGES the translation, production and distribution of the Voter Information Pamphlet for each election, available in English, Chinese, and Spanish and in CD and large-print formats.

HIRES AND TRAINS approximately 2,400 poll workers to provide voter assistance on each Election Day, including bilingual poll workers that speak Cantonese, Mandarin, Spanish, and Russian.

PROVIDES COMMUNITY AND VOTER OUTREACH and education programs for the citizens of San Francisco in English, Spanish, Chinese, and Russian, as required by federal, state, and local laws.

PROVIDES PROGRAMS AND SERVICES such as candidate and ballot campaign workshops, vote-by-mail voting at hospitals and county jails, a high school student pollworker program, a voter accessibility advisory committee, and managing the public file of state campaign finance reports.

PROVIDES SERVICES TO CITY DEPARTMENTS by conducting Business Improvement (Community Development) District, Health Service System Board and Retirement System Board elections.

For more information, call (415) 554-4375 or 311; or visit www.sfgov.org/elections

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	12,293,536	9,770,810	15,374,577	5,603,767	57%
Total FTE	55	42	55	13	32%

BUDGET ISSUES AND DETAILS

The Department of Elections' proposed budget of approximately \$15.4 million for Fiscal Year 2011–12 is an increase of \$5.6 million over its Fiscal Year 2010–11 budget of \$9.8 million. This is primarily because there are two scheduled elections in Fiscal Year 2011–12 compared to one election in Fiscal Year 2010–11. Therefore, the Department must increase its use of non-personnel services, such as the printing and mailing of voter materials. Conducting two elections will also increase the demand for temporary staff, which includes poll workers and the Charter-mandated ballot security services from the Sheriff's Department.

POLLING PLACE CONSOLIDATION

For the November 8, 2011 Municipal Election, the Department will consolidate polling places to decrease the staff and materials needed for Election Day operations. The prior number of 567 polling places will be reduced to approximately 410 polling places, in accordance with California Elections Code Section 12241. This reduction will allow the Department to achieve cost savings in poll worker stipends and polling place fees, voting machine preparation and distribution, and other staff and material costs related to polling place operations. As with every election, the Department will maintain, and whenever possible, improve polling place accessibility.

Under the California Elections Code, polling place consolidation is permitted only during local elections.

After consolidation, the Department will need to restore the polling places to the full allotment of voting precincts for the primary elections occurring in 2012.

IMPROVING POLLING PLACE ACCESSIBILITY

To meet the requirements associated with the Help America Vote Act (HAVA), the Department of Elections maintains an ongoing program to review new and existing polling places to ensure they comply with accessibility requirements. To date, the Department has upgraded approximately 90 percent of all polling places in the City. Any new polling places used next fiscal year will require assessments, and any modifications necessary to make the sites functionally accessible and compliant with state law.

VOTER AND POLL WORKER OUTREACH AND EDUCATION

In accordance with state and federal mandates, the Department conducts voter education and outreach to promote understanding and participation in the electoral process as well as poll worker recruitment and training for Election Day. Voter and poll worker education is necessary

to meet the requirements of the Help America Vote Act. This education focuses on the general election processes, absentee voting, polling place locations, provisional voting, voting technology associated with the ranked-choice voting system, voting accessibility issues, language proficiency and cultural competency.

The Department works year-round registering and educating voters at various locations and events such as local organizations, street fairs and US Bureau of Citizenship and Immigration Services ceremonies. The Department makes on average 30 presentations per week to ensure as many citizens as possible are educated on the voting process. The Department's Outreach Division includes bilingual coordinators that assist in the translation of election materials, provide multilingual services, assist in the recruitment of bilingual poll workers, and provide interviews to foreign language media outlets.

EFFICIENCY PROGRAMS

During Fiscal Year 2010–11, the Department of Elections took part in a pilot program to test out a vote-by-mail ballot scanning system called the Agilis machine. The Agilis scanning machine enabled the Department to sort, scan, and verify vote-by-mail ballots more efficiently without incurring any additional costs. In Fiscal Year 2011–12, the Department will purchase this machine, or a similar system, to achieve cost savings from reduced labor over the long term.

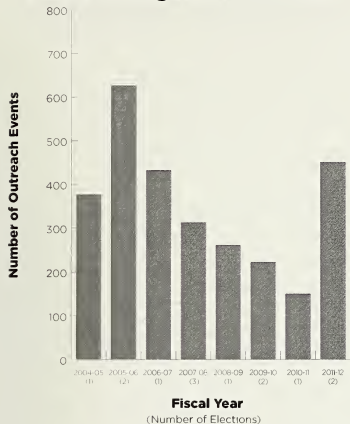
SATURDAY VOTING

In response to the voter-approved Saturday Voting Act, the Department is developing plans for the possibility of two days of citywide voting for the November 8, 2011 Municipal Election. The ordinance stipulates that the Saturday voting pilot program would be at no cost to taxpayers, and therefore has no direct effect on the Department's Fiscal Year 2011–12 budget. Nevertheless, the Department must devote time to plan for the prospect of an additional election day.

REDISTRICTING

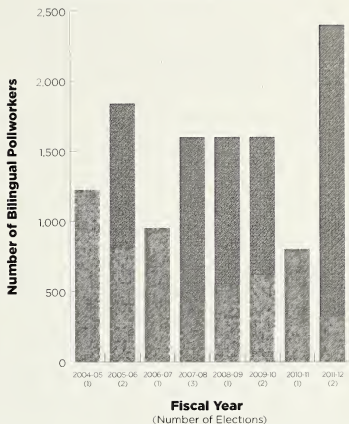
After each decennial Census, the population in San Francisco's supervisory districts is assessed to determine if population numbers have shifted substantially. A significant change requires a Redistricting Task Force to be convened, and this group re-draws the City's district lines. Under the Charter, the Task Force must complete its work by April 15, 2012. Once these new districts are final, the Department will begin the process of redrawing the lines of San Francisco's precincts to fit the district boundaries. This project will require additional time and effort for the Department in the latter half of Fiscal Year 2011–12.

Annual number of outreach events to target communities



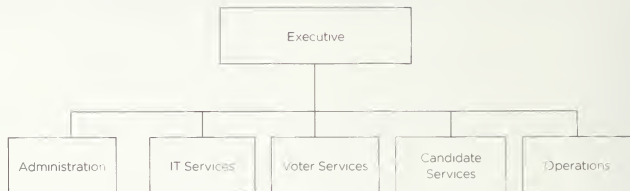
The Department plans to more than double the amount of outreach events in Fiscal Year 2011-12.

Actual number of bilingual pollworkers recruited



The Department's goal is to recruit more than 2,000 bilingual poll workers for Fiscal Year 2011-12.

ELECTIONS



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	55.02	41.50	55.40	13.90	33%
Non-operating Positions (cap/other)	0.00	0.00	(0.77)	(0.77)	N/A
Net Operating Positions	55.02	41.50	54.63	13.13	32%
SOURCES					
Intergovernmental Revenue - Federal	153,912	0	0	0	N/A
Intergovernmental Revenue - State	0	3,395,117	0	(3,395,117)	(100%)
Charges for Services	103,109	124,400	142,729	18,329	15%
Expenditure Recovery	939,262	1,154,000	332,000	(822,000)	(71%)
General Fund Support	11,097,253	5,097,293	14,899,847	9,802,554	N/A
Sources Total	12,293,536	9,770,810	15,374,576	5,603,766	57%
USES - OPERATING EXPENDITURES					
Salaries & Wages	3,957,927	3,259,559	4,582,794	1,323,235	41%
Fringe Benefits	1,237,645	729,013	1,077,083	348,070	48%
Professional & Contractual Services	5,913,321	4,907,895	8,249,620	3,341,725	68%
Materials & Supplies	336,954	165,275	322,594	157,319	95%
Equipment	7,375	11,500	0	(11,500)	(100%)
Services of Other Departments	840,314	697,568	1,142,486	444,918	64%
Uses - Operating Expenditures Total	12,293,536	9,770,810	15,374,577	5,603,767	57%
USES BY PROGRAM RECAP					
Elections	12,293,536	9,770,810	15,374,577	5,603,767	57%
Uses by Program Recap Total	12,293,536	9,770,810	15,374,577	5,603,767	57%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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ELECTIONS

Encourage San Franciscans to participate in elections

Annual average number of registered voters	447,983	440,000	475,000	489,743
Annual average number of turnout voters	155,553	253,719	284,625	224,792
Annual average number of vote-by-mail voters	80,762	108,348	143,306	112,575
Average percentage of turnout for elections	29%	61%	61%	46%
Average percentage of vote-by-mail voters	64%	43%	50%	50%

To provide a voter education and outreach program that targets voters falling under the categories protected by the Voting Rights Act, the Help America Vote Act, and the Equal Access to Services Ordinance.

Annual number of outreach events to target communities	503	250	194	600
Annual number of educational presentations	360	150	74	200
Annual number of educational presentation program attendees	42,434	32,000	10,256	25,000

To achieve greater consistency and quality in pollworker's language assistance and cultural competencies.

Actual number of Bilingual Pollworkers recruited	1,853	700	899	1,791
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EMERGENCY MANAGEMENT

To provide vital, professional, emergency communication between the public and emergency responders; and to provide for coordinated preparation and response for all city departments, nonprofits, public and private sectors, the region, and the state and federal governments in the event of a citywide disaster.

SERVICES

The Department of Emergency Management (DEM) serves as an immediate, vital link between the public and the City's emergency services.

EMERGENCY COMMUNICATIONS (DEC) personnel are cross-trained to process police, medical and fire emergency calls. In addition, dispatchers are responsible for monitoring and coordinating two-way radio communication with public safety responders and maintaining the status of field personnel through a computer aided dispatch system.

EMERGENCY SERVICES (DES) personnel coordinate the multi-disciplinary citywide planning, preparation and response for emergencies that go beyond or are outside the

resources of traditional response departments. In addition, staff coordinates, in conjunction with others, training, exercises, education and outreach for city residents, the private sector, city agencies and others associated with all aspects of emergency management and disaster planning. DES serves as the City's primary link to state and federal emergency management and Homeland Security partners (e.g., CalEMA, DHS and FEMA). DES also houses the Emergency Medical Services Agency (EMSA), which regulates and coordinates all of the components of the City's prehospital care system.

For more information, call (415) 558-3800 or 311; or visit www.sfgov.org/dem

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	46,927,310	41,268,358	43,733,849	2,465,491	6%
Total FTE	244	228	219	(9)	(4%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Department of Emergency Management is proposing a \$43.7 million budget, which represents a \$2.5 million increase from the Fiscal Year 2010–11 budget, driven by increasing pension and benefit costs. DEM is continuing to restructure and make changes to increase efficiencies and reduce costs while maintaining core services.

9-1-1 OPERATIONS

DEM works hard to monitor and control use of overtime within the department. The ability of DEM to manage overtime costs is directly tied to its efforts to maintain adequate staffing levels. Historically, recruitment and retention has been one of the most important issues facing the department. To this end, DEM's Fiscal Year 2011–12 budget continues the hiring cycle of training 10 new dispatcher recruits in order to offset natural attrition.

Along with the hiring of new recruits, DEM has placed additional emphasis on leave management to maximize staffing levels. Accordingly, DEM is providing training to supervisory staff to track and review employees on leave, in accordance with the City's Human Resources policies. DEM will provide more comprehensive training to supervisory staff on the process of collecting information from employees reporting leave claims. Furthermore, supervisors will take a more active role in evaluating absenteeism, as the primary staffing goal is to continually improve operational efficiencies through the management of personnel leaves.

AD CAMPAIGN – THREE Ls (LIFE THREATENING, LOCATION, LANGUAGE)

DEM is planning a public information campaign to distribute information to all public and private schools (grades K-12) in the City and County of San Francisco to get the message out to children to help educate their parents on 9-1-1. The concept is to inform students and the general public about when to use 9-1-1, the need for 9-1-1 callers to always provide a location, and to understand that if the caller speaks a language other than English that they should immediately state the language or dialect they speak so 9-1-1 can get a translator on the line. The department has received materials from the State 9-1-1 Office to assist in the training and will be working with the group, 9-1-1 for Kids, to help bring publicity to the campaign.

EMERGENCY PREPAREDNESS AND PLANNING EFFORTS

Seismologists cite a 99 percent probability that a 6.7-magnitude or greater earthquake will occur along one of the Bay Area faults within the next 30 years. The recent catastrophic earthquake in Japan serves as a reminder of the importance of earthquake preparedness as well as emergency planning overall.

Beginning in 2008, DEM initiated a collaborative process to build the foundation for a "Culture of Preparedness" in the City and County of San Francisco. The process resulted in a focused, holistic and comprehensive communications strategy based upon research and in-depth analysis of local, national and international preparedness trends, social scientific data, and social/cultural drivers within San Francisco. The completed strategy provides vision, core messages, strategic direction, and identifies target audiences. As a result, the department was able to craft communications outreach tactics tailored to a specific audience with a high level of confidence that it will motivate them to become better prepared.

More than a year after the strategy's completion, the document provides guidance to DEM in its efforts to support and promote its strategic partners' initiatives (both internal City agencies and external entities). The strategy has received national praise and recognition within the emergency management community as a document that provides context, practicality and guidance to those charged with disaster preparedness outreach. Considered an evolving and living document, DEM updates and enhances the strategy on a yearly basis, or as needed.

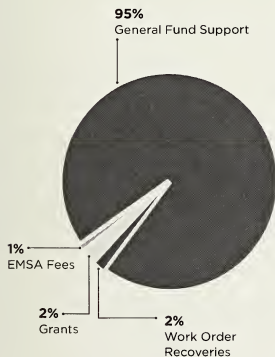
RESILIENT CITY INITIATIVE

ResilientSF connects relationships, resources and plans—a trinity that catapults many of San Francisco's programs to unprecedented levels of efficiency and sustainability. Through the ResilientSF initiative, DEM strives to support all CCSF's (and its strategic partners') programs and initiatives through optimized coordination, transparency and collaboration. DEM functions as the facilitator to connect all these efforts. This program highlights the partnerships between departments, stakeholders and the public that will result in a stronger, more prepared city. Over the next year, all of the programs and projects designed to enhance our ability to manage emergencies will be brought under the umbrella of ResilientSF. Once completed, this comprehensive program will become the basis for the updated All Hazards Strategic Plan, and it will guide investments and efforts on an ongoing basis.

SPECIAL EVENTS PLANNING AND COORDINATION

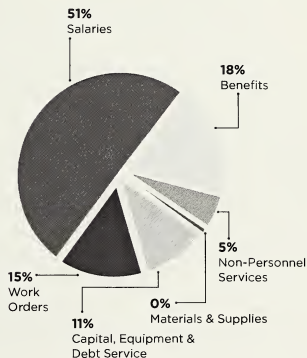
Over the past two years, the department has taken an active role alongside the Police and Fire departments in planning for and managing special events. By applying the principles of the Incident Command System on a daily basis and practicing interdepartmental coordination during planned, low risk events such as New Year's Eve, the City as a whole is better prepared to manage unexpected crises. Additionally, the forethought and cooperation sets the stage for safer events and positions the City to better respond, should something happen at an event.

Department Sources



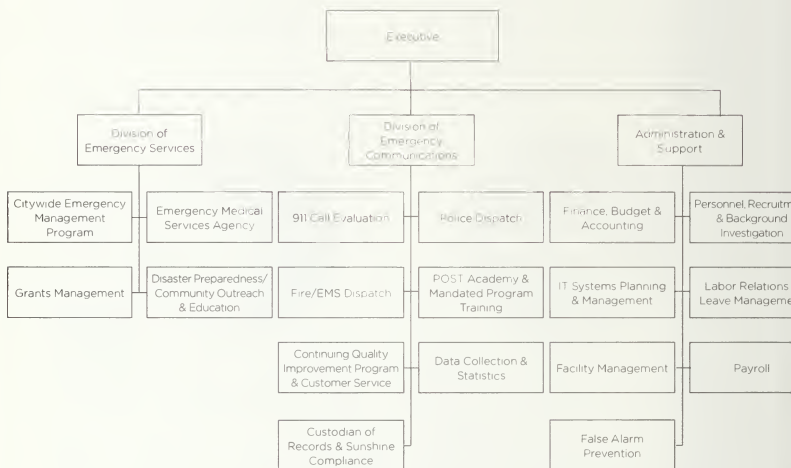
Following the passage of Proposition O in 2008, the Emergency Response Fee was replaced by the Access Line Tax (ALT). The ALT is treated as a general tax, so DEM is now almost entirely General Fund supported.

Department Uses



69 percent of DEM's Fiscal Year 2011-12 expenses are for employee salaries and benefits.

EMERGENCY MANAGEMENT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	259.40	247.29	239.13	(8.16)	(3%)
Non-operating Positions (cap/other)	(15.00)	(19.00)	(20.00)	(1.00)	5%
Net Operating Positions	244.40	228.29	219.13	(9.16)	(4%)
SOURCES					
Intergovernmental Revenue - Federal	1,180,990	910,832	1,038,838	128,006	14%
Charges for Services	245,818	419,437	452,822	33,385	8%
Transfers In	50,000	0	0	0	N/A
Expenditure Recovery	1,448,310	590,245	802,133	211,888	36%
Transfer Adjustments-Sources	(50,000)	0	0	0	N/A
Use of / (Deposit to) Fund Balance	5,426,742	0	0	0	N/A
General Fund Support	38,625,450	39,347,844	41,440,057	2,092,213	5%
Sources Total	46,927,310	41,268,358	43,733,850	2,465,492	6%
USES - OPERATING EXPENDITURES					
Salaries & Wages	23,364,213	21,697,824	22,088,724	390,900	2%
Fringe Benefits	7,657,967	8,117,900	8,041,665	(76,235)	(1%)
Overhead	0	0	122,745	122,745	N/A
Professional & Contractual Services	2,551,887	2,140,529	2,315,150	174,621	8%
Materials & Supplies	516,471	154,956	146,642	(8,314)	(5%)
Equipment	718,087	88,889	1,038,889	950,000	N/A
Debt Service	0	1,186,930	3,604,064	2,417,134	N/A
Services of Other Departments	11,316,724	7,881,330	6,375,970	(1,505,360)	(19%)
Transfers Out	363,591	0	0	0	N/A
Transfer Adjustments-Uses	(50,000)	0	0	0	N/A
Uses - Operating Expenditures Total	46,438,940	41,268,358	43,733,849	2,465,491	6%
USES - PROJECT EXPENDITURES					
Capital Projects	488,370	0	0	0	N/A
Uses - Project Expenditures Total	488,370	0	0	0	N/A
USES BY PROGRAM RECAP					
911 Project	252,437	0	0	0	N/A
Emergency Communications	41,716,522	37,673,845	39,947,159	2,273,314	6%
Emergency Management - Emsa	470,275	613,296	0	(613,296)	(100%)
Emergency Services	3,651,269	2,162,179	2,910,172	747,993	35%
False Alarm Prevention	692,078	720,046	771,073	51,027	7%
Other Programs	66,085	0	0	0	N/A
Outdoor Public Warning System	78,644	98,992	105,445	6,453	7%
Uses by Program Recap Total	46,927,310	41,268,358	43,733,849	2,465,491	6%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
DEM EMERGENCY COMMUNICATIONS				
Respond quickly to incoming calls				
Percentage of emergency calls answered within ten seconds	92%	90%	90%	90%
DEM EMERGENCY SERVICES				
Exercise emergency response capabilities				
Number of functional exercises conducted	5	5	5	5
Number of tabletop exercises conducted	23	15	13	24
Coordinate interagency planning				
Number of disaster council meetings	4	4	4	4
Number of training courses	54	50	29	30
Number of Plan Development, Review or Revisions Started	25	22	32	27
Number of Plan Development, Review or Revisions completed	23	15	16	17
Promote community preparedness for emergencies				
Number of preparedness presentations made	47	20	30	25

ENVIRONMENT

To improve, enhance and preserve the environment and promote San Francisco's long-term environmental well-being.

SERVICES

In addition to providing environmental policy direction for the Mayor and the Board of Supervisors, the Department of the Environment delivers programs to city departments, residents, nonprofits and businesses through the following program areas:

ENVIRONMENTAL JUSTICE coordinates environmental health and food security projects, including a farmers' market and job training program in communities that bear a disproportionate environmental burden.

CARBON NEUTRALITY helps individuals and organizations minimize their production of greenhouse gases and sequester additional emissions through innovative projects and policies such as the purchase of carbon credits.

ENERGY provides energy efficiency audits at commercial establishments; offers retrofits pending available state funding; provides free energy-efficient appliances to commercial and residential clients; and promotes both residential and commercial solar energy installations.

CLEAN AIR promotes alternatives to driving for residents, businesses, and city agencies; promotes clean alternative fuel technology; and monitors the alternative fuel composition of the city fleet.

ZERO WASTE promotes recycling, materials reuse and waste reduction for municipal, commercial and residential clients.

TOXICS REDUCTION promotes proper use and disposal of toxic products and educates municipal, commercial and residential clients on non-toxic alternatives.

SCHOOL EDUCATION serves over 225 public and private schools in San Francisco by providing schoolwide assemblies, classroom presentations, field trips, teacher workshops, environmental education materials and technical assistance on environmental issues.

GREEN BUILDING promotes resource conservation in the construction, demolition and maintenance of municipal building projects, along with the environmental performance of residential and commercial buildings in San Francisco.

URBAN FOREST coordinates policy and management issues across multiple agencies and nonprofits and develops long-term forestation and funding plans for the restoration of San Francisco's urban forest.

For more information, call (415) 355-3700 or 311; or visit www.sfenvironment.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Original Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	21,007,774	13,537,260	17,861,003	4,323,743	32%
Total FTE	56	56	59	3	5%

BUDGET ISSUES AND DETAILS

PROMOTING ENERGY EFFICIENCY AND RENEWABLE ENERGY

In Fiscal Year 2011–12, the Department of the Environment is proposing a \$17.9 million budget. The Department will continue delivering energy efficiency retrofits through the Energy Watch Program, a unique partnership with Pacific Gas & Electric. This program delivers energy efficiency retrofits to commercial buildings and multi-family residences, with an overall goal of reducing energy consumption in San Francisco by 10 megawatts. Additionally, the Department secured substantial American Recovery and Reinvestment Act (ARRA) funds and is for the first time offering energy efficiency audits and retrofits for single family residences.

SMART BUILDING PRACTICES

For Fiscal Year 2011–12, the Department will continue working with other city departments to make San Francisco a leader in green building practices. The Department plans to roll out a program that requires energy benchmarking and auditing for existing commercial buildings.

WASTE DIVERSION

With a citywide goal of zero waste by 2020, the Department will continue to promote recycling, composting, and other waste diversion practices in Fiscal Year 2011–12. In particular, the Department is proud to continue the Environment Now education and outreach program. In Fiscal Year 2010–11, Environment Now staff conducted an extensive outreach campaign in the Bayview and as a

result participation levels in the waste diversion program doubled over a three month period. The Department plans to continue this work in other neighborhoods in Fiscal Year 2011–12.

REDUCE VEHICLE EMISSIONS

The Department continues to ensure city employees can conveniently use public transportation by providing tax-free commuter assistance programs. The Department also manages the Emergency Ride Home Program that allows commuters that take public transportation to use a taxi during an emergency. The Department is focusing this year on developing infrastructure for plug-in hybrid electric vehicles.

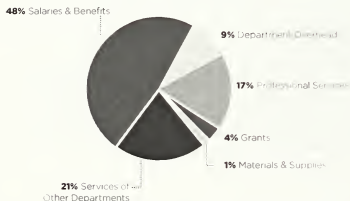
TOXICS REDUCTION TO PROTECT ENVIRONMENTAL AND HUMAN HEALTH

San Francisco has discontinued use of the most toxic pesticides, and overall pesticide use has decreased by as much as 82 percent since 1996. The Department is currently working to implement a program that requires cell phone retailers to disclose the level of radiation coming from individual cell phones at the point of sale.

MANAGE HAZARDOUS WASTE

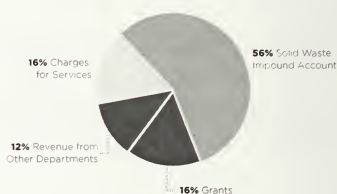
The Department assists residents and businesses in finding appropriate ways to dispose of toxic substances ranging from latex paint to used motor oil. The Department promotes home collection programs to help residents dispose of waste such as bulky items, used batteries, and other toxic household products.

Department of the Environment Uses



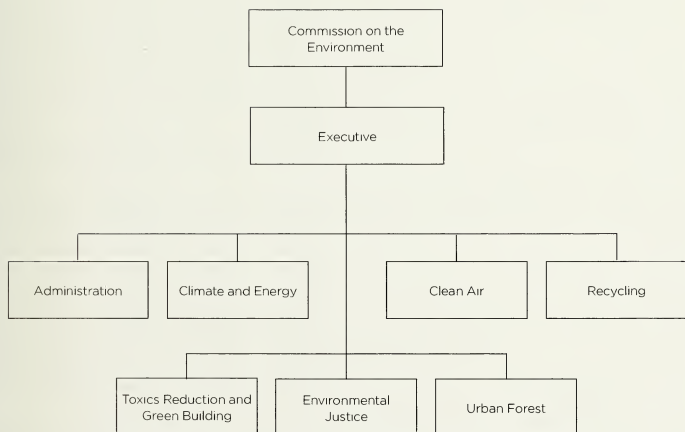
Personnel and Professional Services costs make up 65 percent of the Department's budget.

Department of the Environment Sources



A majority of the Department's budget is funded by the City's Solid Waste Impound Account, which is collected through a three percent set-aside from garbage rate fees.

ENVIRONMENT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	67.97	83.04	88.98	5.94	7%
Non-operating Positions (cap/other)	(12.00)	(26.84)	(30.19)	(3.35)	12%
Net Operating Positions	55.97	56.20	58.79	2.59	5%
SOURCES					
Intergovernmental Revenue - Federal	317,534	0	249,554	249,554	N/A
Intergovernmental Revenue - State	3,092,857	428,528	581,836	153,308	36%
Intergovernmental Revenue - Other	738,068	405,837	390,613	(15,224)	(4%)
Charges for Services	8,408,701	10,194,134	11,306,638	1,112,504	11%
Other Revenues	2,717,740	1,175,245	3,129,298	1,954,053	N/A
Transfers In	611,178	1,033,349	0	(1,033,349)	(100%)
Expenditure Recovery	1,769,050	1,333,516	2,203,064	869,548	65%
Transfer Adjustments-Sources	(611,178)	(1,033,349)	0	1,033,349	(100%)
Use of / (Deposit to) Fund Balance	4,605,948	0	0	0	N/A
General Fund Support	(148,805)	0	0	0	(100%)
Sources Total	21,501,093	13,537,260	17,861,003	4,323,743	32%
USES - OPERATING EXPENDITURES					
Salaries & Wages	5,307,540	4,207,549	4,472,633	265,084	6%
Fringe Benefits	1,891,939	1,958,086	2,307,556	349,470	18%
Overhead	347,998	179,691	1,576,108	1,396,417	N/A
Professional & Contractual Services	6,306,135	2,710,489	4,150,644	1,440,155	53%
Aid Assistance / Grants	1,001,048	469,000	1,524,860	1,055,860	N/A
Materials & Supplies	227,021	191,539	240,623	49,084	26%
Services of Other Departments	5,886,093	3,820,906	3,588,579	(232,327)	(6%)
Transfers Out	651,178	1,033,349	0	(1,033,349)	(100%)
Transfer Adjustments-Uses	(611,178)	(1,033,349)	0	1,033,349	(100%)
Uses - Operating Expenditures Total	21,007,774	13,537,260	17,861,003	4,323,743	32%
USES - PROJECT EXPENDITURES					
Capital Projects	493,319	0	0	0	N/A
Uses - Project Expenditures Total	493,319	0	0	0	N/A
USES BY PROGRAM RECAP					
Clean Air	1,039,075	680,506	972,871	292,365	43%
Climate Change/Energy	5,381,736	456,241	1,587,008	1,130,767	N/A
Environment	6,885,562	5,554,133	7,298,430	1,744,297	31%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Recycling	4,250,774	3,887,663	4,364,288	476,625	12%
Solid Waste Management	276,660	191,290	272,162	80,872	42%
Toxics	1,781,603	1,897,965	2,165,218	267,253	14%
Urban Forestry	45,683	32,587	35,987	3,400	10%
Uses by Program Recap Total	21,501,093	13,537,260	17,861,003	4,323,743	32%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
CLEAN AIR				
Encourage the use of public transportation to improve air quality				
Number of commuters with access to emergency ride home	73,536	75,000	87,000	89,000
CLIMATE CHANGE/ENERGY				
Encourage the use of renewable energy and energy efficiency				
Tons of CO2 greenhouse gas reduced through SF Energy Watch program activities	21,716	24,000	32,000	34,000
Megawatt reduction: SF Energy Watch	13	14	15	16
GREEN BUILDING				
Ensure energy efficiency and environmental-friendly designed buildings				
Number of trainings/workshops on resource-efficient buildings	87	60	60	60
RECYCLING				
Decrease landfill waste through recycling and other waste diversion				
Percentage of total solid waste diverted in a calendar year	77%	72%	77%	77%
Total tons disposed of in all landfills	560,330	630,000	630,000	625,000
TOXICS				
Improve environmental quality and reduce toxics				
Pounds of hazardous waste collected	1,209,000	925,000	925,000	925,000
Number of Green Businesses certified through Green Business program	170	190	190	195

ETHICS COMMISSION

To promote and practice the highest standards of ethical behavior in government.

SERVICES

The Ethics Commission acts as a filing officer, enforcement and investigations entity, administrator of public finance programs and advisor to city departments on ethical matters. Operations within the Department can generally be categorized in the following three divisions:

ENFORCEMENT AND INVESTIGATIONS investigates ethics complaints, imposes administrative penalties when appropriate and oversees the registration and regulation of campaign consultants and lobbyists.

CAMPAIGN FINANCE serves as the filing officer for campaign disclosure statements submitted by political candidates and committees and financial disclosure statements submitted by city elected officials, members of boards, and commissions, and department heads. This division also assesses and collects late fees for failure to adhere to deadlines and requirements.

AUDITS AND PUBLIC FINANCE audits campaign disclosure statements of randomly selected campaign committees and all publicly financed candidates to ensure compliance with state and local laws. This division administers the Election Campaign Fund for the City, which provides publicly-matched funds to candidates for the Board of Supervisors and Mayor, by verifying eligibility, disbursing funds, and conducting audits of all publicly financed candidates at the completion of each election cycle.

In addition, the Commission provides both formal and internal advice regarding the application of campaign finance, ethics, lobbyist and campaign consultant laws. It also provides training – both live and on the website – on these myriad laws.

For more information call (415) 252-3100 or 311; or visit www.sfgov.org/ethics

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	2,591,873	4,684,719	8,351,311	3,666,592	78%
Total FTE	18	17	17	0	(1%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Ethics Commission will have a \$8.4 million budget. This is a \$3.7 million increase due to restored contributions to the Election Campaign Financing Fund.

PUBLIC FINANCING

In the first half of Fiscal Year 2011–12, the Commission will continue to administer the public financing program for candidates for Mayor; in the last half of the fiscal year, the Commission will begin to administer the public financing program for candidates for the Board of Supervisors. In addition, it will continue to perform mandatory audits of publicly financed candidates, as well as randomly selected or targeted committees that file campaign reports with the Commission. It will also prepare reports and ready itself for the next round of elections in the coming year.

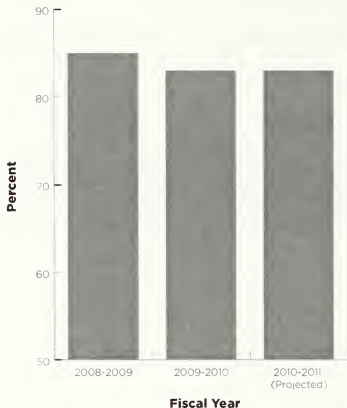
REVIEW OF ORDINANCES

Depending on whether amendments to the Campaign Consultant Ordinance are approved by the voters in November 2011, the Commission may begin to work on implementation of an online filing program for the campaign consultants. The Commission will continue to review the Lobbyist program to determine what substantive and technical adjustments to the law may be needed. In addition, the Commission will continue its efforts to review and, if necessary, propose changes to the Campaign Finance Reform Ordinance and ethics laws that govern all City officers and employees.

EDUCATING THE PUBLIC

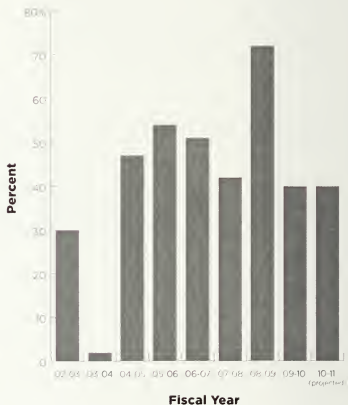
The Commission will continue to conduct ongoing informational programs about ethics-related laws and requirements, produce educational materials, and actively publicize its outreach activities through public notices.

Percentage of expected Campaign Finance Statements (Form 460) Filed on Time



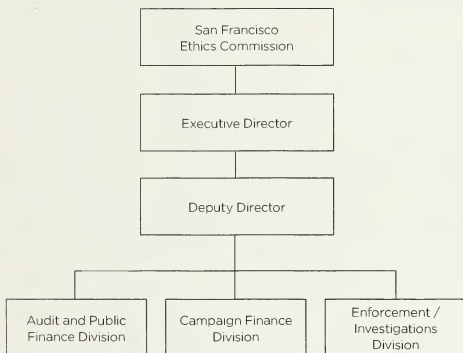
In preparation for the upcoming Mayoral and Board of Supervisors elections, the Commission will administer requests for public financing.

Percentage of Complaints Resolved



The Ethics Commission's responsibilities include investigating complaints of alleged violations of state and local law relating to campaign finance, governmental ethics and conflicts of interest.

ETHICS COMMISSION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	17.91	17.46	17.32	(0.14)	(1%)
Net Operating Positions	17.91	17.46	17.32	(0.14)	(1%)
SOURCES					
Licenses & Fines	122,155	77,000	99,000	22,000	29%
Charges for Services	334	1,000	1,000	0	0
General Fund Support	2,469,384	4,606,719	8,251,311	3,644,592	79%
Sources Total	2,591,873	4,684,719	8,351,311	3,666,592	78%
USES - OPERATING EXPENDITURES					
Salaries & Wages	1,364,879	1,396,896	1,407,002	10,106	1%
Fringe Benefits	473,930	513,075	556,931	43,856	9%
Professional & Contractual Services	140,823	136,744	136,744	0	0
Aid Assistance / Grants	454,949	2,476,494	6,091,332	3,614,838	N/A
Materials & Supplies	9,929	15,466	15,466	0	0
Services of Other Departments	147,363	146,044	143,836	(2,208)	(2%)
Uses - Operating Expenditures Total	2,591,873	4,684,719	8,351,311	3,666,592	78%
USES BY PROGRAM RECAP					
Election Campaign Fund	454,949	2,476,494	6,091,332	3,614,838	N/A
Ethics Commission	2,136,924	2,208,225	2,259,979	51,754	2%
Uses by Program Recap Total	2,591,873	4,684,719	8,351,311	3,666,592	78%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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ETHICS COMMISSION

Promote compliance with state and local filing requirements

Percentage of identified lobbyists filing reports on a timely basis	83%	90%	90%	90%
Percentage of identified campaign consultants who file quarterly reports on a timely basis	89%	88%	90%	90%
Percentage of Statements of Economic Interests due on April 1 that are filed	94%	97%	94%	94%

Promote and ensure compliance with state and local campaign reporting and disclosure laws

Number of campaign committees and publicly financed candidate committees audited	12	20	16	19
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Investigate complaints of alleged violations of state and local law relating to campaign finance, governmental ethics, and conflicts of interest that are within the jurisdiction of the Commission

Percentage of complaints resolved	47%	40%	40%	30%
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FINE ARTS MUSEUM

To conserve, collect and exhibit art for a diverse public; to provide arts education programs; and to contribute to San Francisco's culture and economy.

SERVICES

The Fine Arts Museums curate a permanent collection of over 100,000 art objects, conduct an arts education program for all ages, produce a special exhibitions program and operate art conservation laboratories. These services are carried out in two museums—the Legion of Honor and the de Young Museum.

THE LEGION OF HONOR is a beautiful Beaux Arts building located in San Francisco's Lincoln Park. Built to commemorate Californian soldiers who died in World War I, the Legion is noted for its breathtaking setting overlooking the Pacific Ocean, the Golden Gate Bridge and all of San Francisco. Its collections include European decorative arts and paintings, ancient art, and one of the country's largest and finest collections of works on paper (prints, drawings, photographs, books) for a collection of art that spans 4,000 years of ancient and European civilization.

THE DE YOUNG is located in Golden Gate Park and is San Francisco's oldest museum. Its collections include American paintings, decorative arts and crafts; arts from Africa, Oceania, and the Americas; and western and non-western textiles. Long known as the City's Museum, the de Young is particularly recognized for its many educational arts programs for children and adults. The de Young reopened in a new state-of-the-art facility in Golden Gate Park on October 15, 2005. Designed to showcase the City's permanent collection of art while providing dedicated space for temporary shows, the new facility has more than twice the exhibit space of the previous structure. This new, seismically sound design also includes more space for education programs, outreach and art conservation. An expansive public gallery and observation tower are integral to the new building and are available to the public without a fee.

For more information, call (415) 750-3600; or visit www.famsf.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	15,144,295	14,703,139	15,663,737	960,598	7%
Total FTE	110	106	107	1	1%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Fine Arts Museums proposes a budget of \$15.7 million, which is a seven percent increase over the prior year budget of \$14.7 million. The increase is because of a rise in the cost of salaries and benefits.

ATTENDANCE

The Museums project 1.9 million total visitors at the de Young (1.6 million) and Legion of Honor (300,000) on a combined basis in Fiscal Year 2011–12.

NEW EXHIBITIONS ON DISPLAY

During the coming fiscal year, the Fine Arts Museums will present a broad array of exhibitions with wide audience appeal and scholarly significance. The year will begin with the continuation of the exhibition *Picasso: Masterpieces from the Musée National Picasso, Paris*, which will open in June at the de Young; at the Legion of Honor visitors will continue to enjoy the display of the LodMosaic from Lod, Israel.

The first new exhibition to open during the fiscal year will be *Dutch and Flemish Masterworks from the Rose-Marie and Eijk van Otterloo Collection*. This collection explores Dutch and Flemish art from the 1600s—a period often

described as the Dutch Golden Age—through sixty-eight paintings as well as furniture and decorative arts. Later in the summer the Legion will present *The Mourners: Tomb Sculptures from the Court of Burgundy*, masterpieces of late medieval European sculpture. Continuing the Museums' success with Impressionist exhibitions, the Legion will present *Pissarro's People*, an exhibition of Camille Pissarro's figurative work. Finally, the Legion will finish the year with an exhibition of Victorian paintings and decorative arts titled *Cult of Beauty: The Victorian Avant-Garde*. This exhibition has been widely acclaimed during its current display at the Victoria and Albert Museum in London.

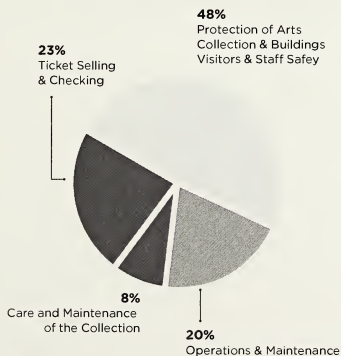
The de Young exhibition program will build on past successes in the area of textile exhibitions, presenting *Kilims from the McCoy-Jones Gift* during the fall. Also, in the fall of 2011, the de Young will have another once-in-a-lifetime opportunity, the presentation of the exhibition *Masters of Venice: Renaissance Painters of Passion and Power*. San Francisco will be the only venue in the world to exhibit these masterpieces from the distinguished Kunsthistorisches Museum, Vienna.

Visitors and Admissions Revenue



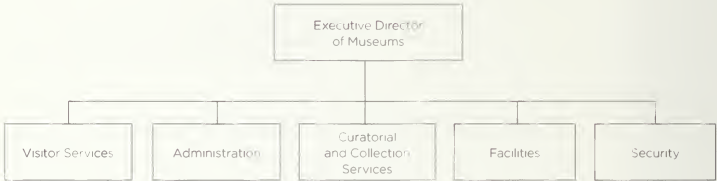
Revenue is proposed to increase slightly and visitors are expected to remain constant next fiscal year.

Fiscal Year 2011-12 Resources by Service Area



The cost of security is nearly half of the Fine Arts Museum's budget.

FINE ARTS MUSEUM



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	110.47	105.82	106.49	0.67	1%
Net Operating Positions	110.47	105.82	106.49	0.67	1%
SOURCES					
Local Taxes	5,620,000	5,620,000	5,620,000	0	0
Charges for Services	2,169,034	3,516,662	3,951,854	435,192	12%
Other Revenues	1,508,324	0	0	0	N/A
Expenditure Recovery	152,000	134,000	134,000	0	0
Use of / (Deposit to) Fund Balance	483,340	0	0	0	N/A
General Fund Support	5,211,597	5,432,477	5,957,883	525,406	10%
Sources Total	15,144,295	14,703,139	15,663,737	960,598	7%
USES - OPERATING EXPENDITURES					
Salaries & Wages	6,549,821	6,387,553	6,725,797	338,244	5%
Fringe Benefits	2,374,020	2,749,984	2,776,870	26,886	1%
Overhead	145,651	159,025	130,572	(28,453)	(18%)
Professional & Contractual Services	1,908,809	2,962,184	3,289,481	327,297	11%
Materials & Supplies	29,187	39,600	39,600	0	0
Equipment	1,991,710	0	0	0	N/A
Services of Other Departments	2,045,054	2,254,793	2,551,417	296,624	13%
Uses - Operating Expenditures Total	15,044,252	14,553,139	15,513,737	960,598	7%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	100,043	150,000	150,000	0	0
Uses - Project Expenditures Total	100,043	150,000	150,000	0	—
USES BY PROGRAM RECAP					
Admissions	2,169,032	3,516,662	3,951,854	435,192	12%
Oper & Maint Of Museums	12,975,263	11,186,477	11,711,883	525,406	5%
Uses by Program Recap Total	15,144,295	14,703,139	15,663,737	960,598	7%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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ADMISSIONS

Provide quality art and educational experiences to attract a large and diverse audience

Number of Legion of Honor visitors	337,125	300,000	310,725	300,000
Number of de Young visitors	2,012,351	1,600,000	1,816,603	1,600,000
Number of education program participants	367,353	250,000	283,000	250,000
Number of exhibitions	10	9	10	10
Number of paid memberships	106,308	88,000	115,000	105,000

DEVELOPMENT

Provide for collection growth through gifts, bequests and purchases

Number of acquisitions through gifts, bequests and purchases	280	1,000	300	300
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FIRE DEPARTMENT

To protect the lives and property of San Franciscans from fires, natural disasters, and hazardous materials incidents; to save lives by providing emergency medical services; and to prevent fires through educational programs.

SERVICES

The following San Francisco Fire Department (SFFD) divisions provide services to the City and County of San Francisco:

SUPPRESSION fights fires, provides Emergency Medical Services (EMS), oversees specialized services such as Hazardous Materials units and Search and Rescue units, and conducts disaster planning and preparedness training.

PREVENTION minimizes injuries, deaths and property loss due to fire through code enforcement, public education and inspection programs that detect and eliminate fire hazards.

INVESTIGATION determines, documents, and reports on the origin and cause of fires and explosions, ensuring that such incidents can be prosecuted if appropriate.

SUPPORT SERVICES manages the SFFD's facilities, equipment and water supply systems and is responsible for all maintenance, repairs and capital improvements.

TRAINING instructs and evaluates all SFFD staff and new recruits and provides comprehensive Fire and EMS training to all staff.

FIREBOAT operates and maintains the City's two fireboats and is responsible for Water Rescue and Fire Suppression on the San Francisco Bay.

AIRPORT provides fire services at the San Francisco International Airport, including but not limited to Fire Suppression, EMS, and Water Rescue.

ADMINISTRATION provides support and oversees the Department's programs in areas such as accounting and finance, planning and research, human resources, payroll, public information, the physician's office, and management information services.

For more information, call (415) 558-3200 or 311; or visit www.sf-fire.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	279,677,467	289,107,737	302,081,641	12,973,904	4%
Total FTE	1,532	1,512	1,495	(18)	(1%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Fire Department is proposing a \$302.1 million budget, which represents a \$13.0 million increase from the Fiscal Year 2010–11 budget. Even though its budget grew, the Department had to make significant budget reductions to offset growing pension and benefits costs.

In order to minimize service impacts, the Department sought opportunities to address budget shortfalls through administrative efficiencies and revenues. Identifying these types of measures has become increasingly difficult for the Department as one-time savings and efficiencies had already been implemented in prior years. The SFFD will maintain the minimum staffing standards required in Proposition F and preserve its core services of fire suppression, emergency medical services, and fire prevention and education.

STATE IMPACTS

In 2008, a ruling from the State Emergency Medical Services Agency (EMSA) removed the SFFD from being the primary provider of emergency ambulance transports in the City and County of San Francisco. This opened up the ambulance system in San Francisco to private ambulance companies. As a result, the Department has seen a large decrease in the number of transports it provides, as private companies have taken on a greater share. Without a system-wide agreement in place to coordinate coverage between public and private ambulance service providers, the Department must staff to meet the entire citywide demand for the ambulance system. The Department is currently working with the City's EMSA and Department of Emergency Management (DEM), as well as the State EMSA, to develop and implement ambulance system rules and policies for the City to address the inefficiencies. The Department has assumed that its primary provider rights are reinstated in its Fiscal Year 2011–12 budget submission.

RECORD SYSTEM EFFICIENCIES

In Fiscal Year 2010–11, the Department implemented an upgrade to its Electronic Patient Care Record (EPCR) system. This is anticipated to further improve the accuracy of patient records and documentation. The Department is also working with hospitals in order to access more accurate information for ambulance billing and collection purposes.

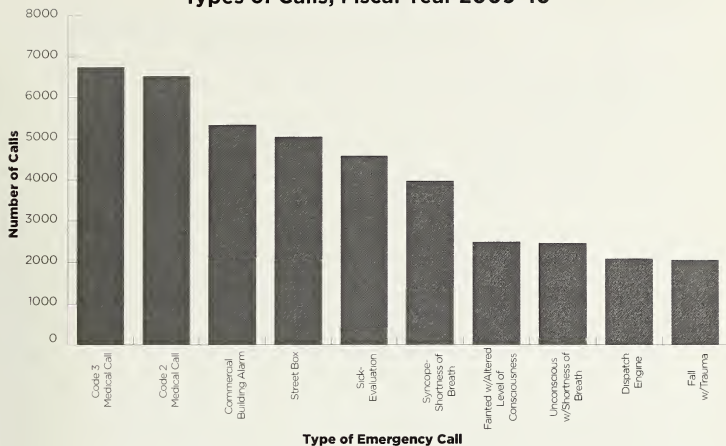
The Department is continuing its efforts to convert more hard-copy forms to an electronic format and making many forms and reports available online to Department staff. The Department has also made enhancements to its internal computer networks to improve efficiencies and reduce costs.

DISASTER PREPAREDNESS AND INFRASTRUCTURE INVESTMENTS

In June of 2010, voters overwhelmingly passed Proposition B, the Earthquake Safety and Emergency Response Bond, proposed as part of the City's Ten-Year Capital Plan. This bond provides funding to repair and seismically retrofit a portion of the Department's fire houses, repair and upgrade the emergency firefighting water system, and construct the new Public Safety Building in Mission Bay, which will house a new fire station. Construction work on the initial bond projects are set to commence in the next six months.

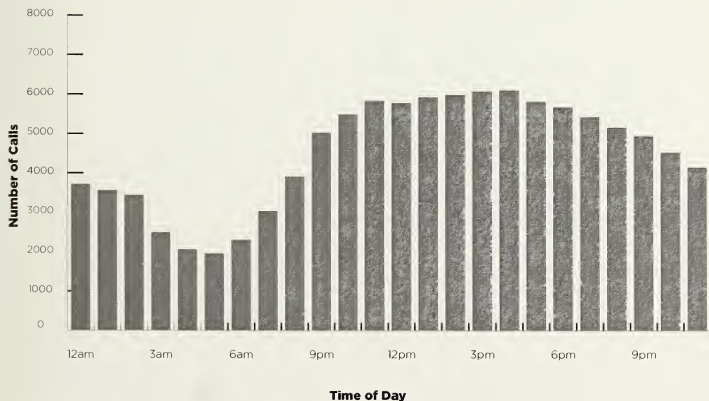
In Fiscal Year 2011–12, SFFD will receive and pursue federal funds to support operations and initiatives. The SFFD will receive a Federal Homeland Security grant funding in the coming fiscal year to provide specialized training and equipment for Department staff. The SFFD is also seeking funding for fire station maintenance, equipment, and personnel through other federal grants. Additionally, SFFD has been awarded \$8.75 million in Port Security Grant funds to purchase a new fire boat, as well additional marine-based projects to improve the Department's water response capabilities and assist the Department in protecting the Port's infrastructure. These Port Security Grants will assist the Department in preparing for the America's Cup races in San Francisco in 2012 and 2013.

Types of Calls, Fiscal Year 2009-10



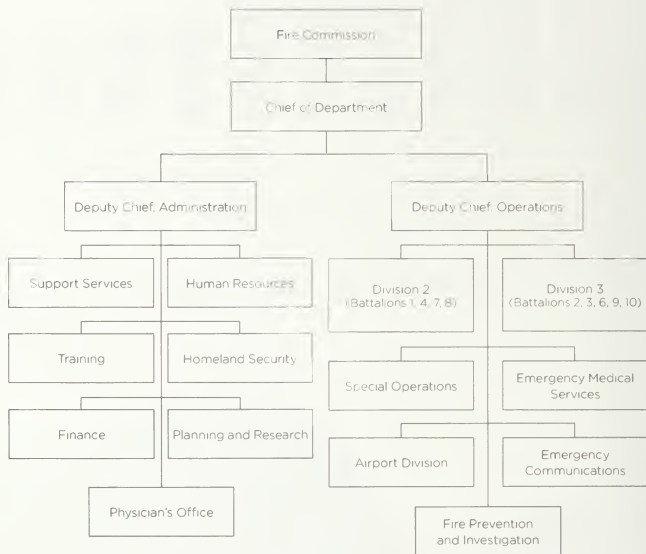
Top ten call types from Dispatch.

Total Runs by Time, Fiscal Year 2009-10



Call volume peaks at around 4:00 PM each day.

FIRE DEPARTMENT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	1,535.80	1,514.10	1,496.51	(17.59)	(1%)
Non-operating Positions (cap/other)	(3.55)	(2.00)	(2.00)	0.00	0
Net Operating Positions	1,532.25	1,512.10	1,494.51	(17.59)	(1%)
SOURCES					
Licenses & Fines	880	220	880	660	N/A
Use of Money or Property	305,868	365,000	680,000	315,000	86%
Intergovernmental Revenue - Federal	1,768,581	1,132,084	1,819,940	687,856	61%
Intergovernmental Revenue - State	32,908,279	31,917,000	34,544,500	2,627,500	8%
Charges for Services	29,607,708	30,863,370	32,377,587	1,514,217	5%
Other Revenues	92,836	808,250	0	(808,250)	(100%)
Transfers In	290,000	389,000	2,208,940	1,819,940	N/A
Expenditure Recovery	6,273,953	8,338,765	3,926,099	(4,412,666)	(53%)
Transfer Adjustments-Sources	(290,000)	21,542,464	20,852,173	(690,291)	(3%)
Use of / (Deposit to) Fund Balance	19,736,902	0	0	0	N/A
General Fund Support	188,982,460	193,751,584	205,671,522	11,919,938	6%
Sources Total	279,677,467	289,107,737	302,081,641	12,973,904	4%
USES - OPERATING EXPENDITURES					
Salaries & Wages	209,124,962	213,252,917	216,197,638	2,944,721	1%
Fringe Benefits	39,426,333	47,921,742	58,112,155	10,190,413	21%
Overhead	174,979	91,536	56,234	(35,302)	(39%)
Professional & Contractual Services	1,825,395	1,902,317	2,358,676	456,359	24%
Materials & Supplies	4,383,704	5,092,226	4,979,929	(112,297)	(2%)
Equipment	2,431,306	2,194,613	2,212,309	17,696	1%
Services of Other Departments	19,355,800	18,036,651	17,548,965	(487,686)	(3%)
Transfers Out	290,000	389,000	2,208,940	1,819,940	N/A
Transfer Adjustments-Uses	(290,000)	(389,000)	(2,208,940)	(1,819,940)	N/A
Uses - Operating Expenditures Total	276,722,479	288,492,002	301,465,906	12,973,904	4%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	378,548	615,735	615,735	0	0
Capital Projects	2,576,440	0	0	0	N/A
Uses - Project Expenditures Total	2,954,988	615,735	615,735	0	—
USES BY PROGRAM RECAP					
Administration & Support Services	33,192,084	32,099,335	32,108,262	8,927	0%
Custody	0	615,735	615,735	0	0
Fire General	113,389	308,250	325,000	16,750	5%
Fire Suppression	230,812,764	241,211,585	254,225,117	13,013,532	5%
Grant Services	1,591,414	1,132,084	0	(1,132,084)	(100%)
Prevention & Investigation	9,777,671	9,660,997	10,746,618	1,085,621	11%
Training	4,190,145	4,079,751	4,060,909	(18,842)	0%
Uses by Program Recap Total	279,677,467	289,107,737	302,081,641	12,973,904	4%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ADMINISTRATION-FIRE DEPARTMENT				
Educate the public in handling emergencies				
Number of citizens trained in emergency techniques and procedures	1,566	1,500	1,500	2,000
FIRE BUREAU OF TRAINING				
Train fire and rescue personnel to effectively respond to emergencies				
Number of new recruits trained	43	50	50	75
FIRE INVESTIGATION				
Determine the causes of fire in an effective and efficient manner				
Number of fires investigated	334	351	350	350
Total arson arrests	54	55	55	55
FIRE PREVENTION				
Prevent fire through inspection and permit services				
Number of new fire permits issued	3,868	6,000	5,000	5,000
Number of inspections made	16,159	12,000	12,000	12,000
FIRE SUPPRESSION				
Respond timely to calls for emergency assistance				
Total number of responses to emergency incidents	241,810	246,000	244,500	250,000
Number of Code 3 (Emergency) Incidents	78,267	78,000	106,500	78,000
Roll time of first unit to respond to Code 3 incidents, in seconds - 90th percentile	293	300	300	300
Roll time of first transport-capable company to Code 3 incidents requiring possible medical care, in seconds - 90th Percentile	524	600	600	600

GSA-CITY ADMINISTRATOR

The mission of the City Administrator's Office is to ensure that the taxpayers of San Francisco get real value for their money through efficient delivery of services and reduction of fiscal waste and excess, to generate revenue through external and internal partnerships, and to develop a workplace atmosphere where employees are valued and challenged. The Department is dedicated to responding to all of its customers' needs in a timely and efficient manner, while complying with legal mandates.

SERVICES

The General Services Agency (GSA) – City Administrator's Office provides a wide array of services under its divisions and programs:

311 CUSTOMER SERVICE CENTER provides prompt, courteous, and professional customer service experience over the phone and online 24 hours a day to San Francisco residents, visitors, and businesses seeking general information and government services.

ANIMAL CARE AND CONTROL is responsible for the City's stray, injured, abandoned, neglected and mistreated animals, both domestic and wild.

CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS (OCEIA) promotes civic participation and inclusive policies that improve the lives of San Francisco's residents, particularly immigrants, underserved, and vulnerable communities.

THE COMMUNITY CHALLENGE GRANT PROGRAM, provides matching grants to local residents, businesses, non-profits and other community groups to make physical improvements to their neighborhoods.

CONVENTION FACILITIES markets and maintains the Moscone Center and provides direction to the San Francisco Travel Association in its task of promoting San Francisco as a destination for conventions, meetings and tradeshows.

COUNTY CLERK'S mission is to protect the rights of the public by processing, filing and posting documents and to provide constructive notice of such filings and postings as required by laws and regulations. The Office issues marriage licenses and municipal identification cards, performs civil ceremonies, and registers, certifies and/or maintains records such as domestic partnerships, notary publics, vital records and other forms.

ENTERTAINMENT COMMISSION provides permit services to the entertainment industry, acts as an ombudsman to permit applicants, and promotes entertainment as a viable and dynamic part of the City's economic engine. The Commission also plans and coordinates services for major events for which there is no recognized organizer, promoter or sponsor.

GRANTS FOR THE ARTS promotes the City by supporting the arts using Hotel Tax funds.

MAYOR'S OFFICE ON DISABILITY (MOD) ensures that all programs, activities, services, and benefits operated or funded by the City are fully accessible to and usable by people with disabilities.

MEDICAL EXAMINER is mandated by state law to investigate sudden, unexpected and violent deaths in the City and County of San Francisco. The office also conducts drug and poison analysis.

OFFICE OF LABOR STANDARDS ENFORCEMENT (OLSE) enforces labor laws adopted by San Francisco voters and the San Francisco Board of Supervisors.

INTERNAL SERVICES includes key divisions that provide services to other city departments.

CAPITAL PLANNING PROGRAM is responsible for the development and implementation of the City's Capital Plan and its annual capital budget.

FLEET MANAGEMENT provides quality service and reduces vehicle and equipment downtime for all departments that Central Shops supports.

PURCHASING (OFFICE OF CONTRACT ADMINISTRATION) supports the procurement of the material, equipment and services that are essential to providing governmental services for the citizens of San Francisco.

REAL ESTATE DIVISION is responsible for the property transactions of most General Fund Departments (purchases, sales and leases), assists Enterprise Departments with aspects of their real estate needs, and provides real estate consultant services to a variety of departments, the Board of Supervisors and to the Mayor's Office. The Division is responsible for providing professional property management services to over four million square feet of improved premises in 51 different locations throughout the City and County of San Francisco.

RISK MANAGEMENT is dedicated to minimizing the risk or loss and maximizing opportunities to the City through Strategic Risk Analysis, facilitation of risk transfer, and the creation and maintenance of a culture of collaborative risk management within all city departments.

For more information, call (415) 554-4852 or 311; or visit www.sfgsa.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	205,445,826	238,598,268	251,082,102	12,483,834	5%
Total FTE	647	616	639	23	4%

BUDGET ISSUES AND DETAILS

The City Administrator proposes a \$234.4 million budget for Fiscal Year 2011-12. Although this represents a four percent increase over Fiscal Year 2010-11, the Department's operating expenditures will decrease by one percent. The increase in expenditures is primarily due to the inclusion of capital project costs and expenditures that do not show offsetting recoveries. The decrease in operating expenditures is a result of a 10 percent decrease in salaries and wages as well as debt service payments.

During this Fiscal Year 2010-11, the Department reached several significant milestones. The 311 Customer Service Center received its 11 millionth call on April 15, 2011. The County Clerk's Office issued over 10,000 San Francisco City Identification cards. The Office of Labor Standards Enforcement had its tenth anniversary, and the Grants for the Arts program celebrated its 50th anniversary.

TRANSFER OF FUNCTIONS

In Fiscal Year 2011-12, two citywide functions will transfer from the Department of Technology to the City

Administrator's Office. The first is Reproduction and Mail Services, which will be transferred back to the Purchasing Department. The Purchasing Department has citywide oversight over reproduction-related functions such as the print store and consolidation of multifunctional devices contracts.

The second function is the Justice Tracking Information System (JUST.I.S.). JUST.I.S. will integrate all city and county criminal justice agencies' case management systems and replace a 35+ year old mainframe CABLE Court Management System. It will allow public safety departments to gather and share information with each other automatically through a centralized hub, expedite individual department processes and will result in a more efficient and effective criminal justice information system. The departments participating in JUST.I.S. include (1) Mayor's Office, (2) City Administrator, (3) Adult Probation, (4) District Attorney, (5) Department of Emergency Management, (6) Juvenile Probation, (7) Police, (8) Public Defender, (9) Sheriff, (10) Status of Women, (11) San Francisco Superior Court, and (12)

Department of Technology (non-voting member). The City Administrator's Office is the executive sponsor of the program.

311 CUSTOMER SERVICE CENTER

311 continues to explore and implement ways to improve processes, increase efficiencies and identify means for accessing government with the goal of benefitting the public and city agencies. In Fiscal Year 2010–11, 311 was able to focus its resources on efforts to make a positive impact, particularly for under-served users, while at the same time pursuing technological changes to reduce demand on call takers. These steps included designing a comprehensive website of local resources for Veterans. Since 311 launched the site in October of 2010, it has received over 1,700 hits to this dedicated page.

In an effort to better serve victims, 311 worked collaboratively with the District Attorney's Office's Victim Services' Division and in December 2010, 311 began taking all after-hour calls for their division. This allowed victims to have a "live" representative assist them and also connect them to a Victim Services Advocate rather than previously only having the option of leaving a voicemail message. In February 2011, 311 in collaboration with the District Attorney's Office and Police Department designed and launched "svfictimservices.org" for victims to have access to a centralized site with a comprehensive listing of resources available.

In an effort to continue to make city government more accessible to the public, 311 and the Department of Technology launched a 311 Facebook application using the Open311 platform in March 2011. This application makes it easier for those on Facebook to report issues. Similarly, this Open311 platform is continuing to allow developers to create applications for the public to be able to report issues via mobile devices such as the iPhone and Android. Also, in May 2011, 311 launched a centralized database of all commissions, boards, committees, task forces, and other advisory bodies, which allow the public to easily search information on vacancies or locate information about a specific body or its members.

FLEET MANAGEMENT

Fleet Management's new software program, FleetFocus, went live in November 2010. It enables the Department to track maintenance-related issues, which will allow better preventative maintenance and vehicle reduce repair costs later. This program also captures operating expenses such as fuel, oil, and licensing. User departments will have direct access to the system early in Fiscal Year 2011–12, allowing them to review utilization and expense data through performance reports. Departments will be able to make informed decisions with timely fleet information.

Electric Vehicle (EV) initiatives include delivery of a Nissan Leaf for the City Hall pool, order of a Chevrolet Volt, plans to develop an EV term contract in Fiscal Year 2011–12, and participation in the Charge Point America project lead by the Mayor's Office and Department of the Environment, which will bring grant funding opportunities to support city EVs and chargers for city vehicles.

OFFICE OF CIVIC ENGAGEMENT AND IMMIGRANT AFFAIRS (OCEIA)

OCEIA's current projects and priorities include:

- Census Project (Data Analysis and Public Education)
- Civic Engagement Initiatives: Future Communities
- Community Ambassadors Program
- Community Outreach & Education (City ID, Healthy SF, Sanctuary City, 311, Community Safety)
- Immigrant Rights & Integration (Immigrant Rights Commission, Comprehensive Immigration Reform, Naturalization and Citizenship Education, Immigrant Integration Initiatives)
- Language Access & Services (Language Access Ordinance Compliance and Resources)
- Language Translation & Interpretation Services (Crisis, Emergency and Public Safety Situations)
- San Francisco Day Laborers Program

MOSCONE CENTER RENOVATION UPDATE

The Tourism Improvement District, in partnership with the City, is well underway with a \$56 million renovation of the Moscone Convention Center. Work began in August of 2010 and will continue through June 2012. The improvements in Moscone's North and South buildings will better showcase San Francisco's personality through added color, images and way-finding. Other upgrades include a facelift to meeting rooms and public spaces with new carpet, ceilings, lighting and paint. As a result of these renovations, Moscone Center will become LEED Gold Certified and have improved telecom and data capacity.

REAL ESTATE

Vacancy in Real Estate managed assets in Civic Center and Public Safety Campuses (covering 2,000,000 square feet) has declined to less than 0.25 percent—5,000 square feet—a result of collaborative efforts to terminate leases of privately owned property wherever possible.

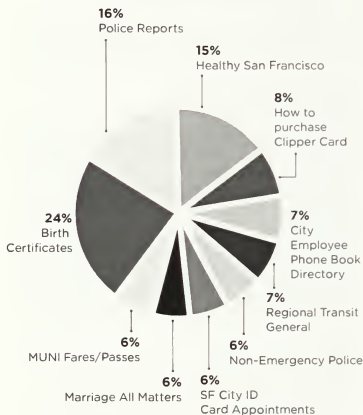
An aggressive sales program yielded nearly \$10 million in General Fund revenues in Fiscal Year 2010–11, with more sales programmed for Fiscal Year 2011–12.

TREASURE ISLAND DEVELOPMENT AUTHORITY

The Treasure Island Development Authority (TIDA) Office of Island Operation will continue to provide vital municipal and community services in Fiscal Year 2011–12, despite a continued decline in revenue associated with the economic downturn affecting special events. The Fiscal Year 2011–12 budget focuses on quality of life issues for residents, public safety, beautification, and attracting Bay Area residents to the Island as a recreation destination. The Office will consolidate its operation and redevelopment budgets to reflect the proposed disposition and redevelopment agreements with our development partners and the conveyance agreements with the U.S. Navy. The Office will work cooperatively with all stakeholders to assure a seamless transition for the redevelopment plans.

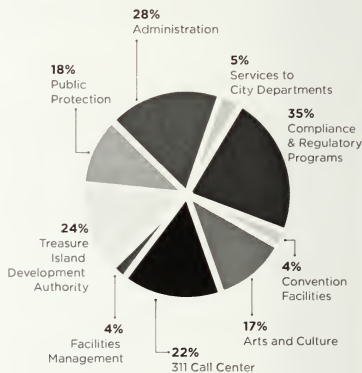
After more than 15 years of discussion, in December 2009 the City reached a tremendous milestone when the Mayor and the Secretary of the Navy agreed to the basic economic terms for the transfer of the property to TIDA. In April and May 2010, the TIDA Board of Directors and Board of Supervisors endorsed a package of legislation that establishes the vision for the redevelopment of the former military base. In April 2011, the Planning Commission and TIDA Board certified the Final Environmental Impact Report and approved project transaction documents, all subject to final approval by the Board of Supervisors. These documents are currently anticipated for consideration and action in June 2011.

Top Questions/Topics Answered by 311



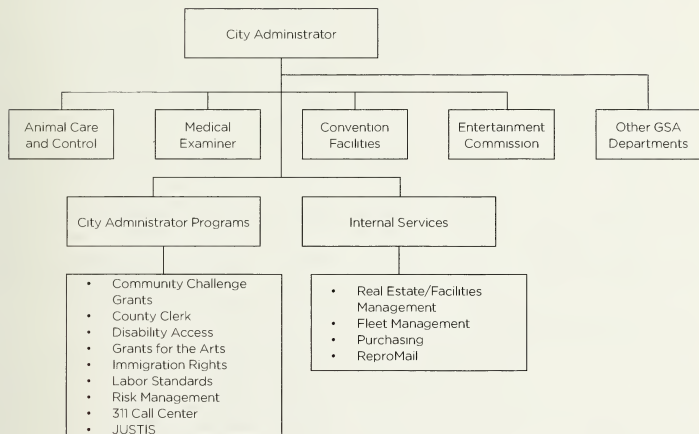
San Francisco 311 answers a wide variety of calls. Between July 2010 and May 2011, 311 received 174,699 questions. Between this time period, 311 also received 186,702 service requests.

GSA-City Administrator Fiscal Year 2011-12 Budget



The City Administrator is comprised of many divisions and its Fiscal Year 2011-12 budget shows a wide distribution of expenses over many programs and services.

GSA-CITY ADMINISTRATOR



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	650.08	619.23	647.72	28.49	5%
Non-operating Positions (cap/other)	(3.00)	(3.00)	(9.00)	(6.00)	N/A
Net Operating Positions	647.08	616.23	638.72	22.49	4%
SOURCES					
Local Taxes	53,816,179	53,995,000	53,830,000	(165,000)	0%
Licenses & Fines	1,720,132	1,709,036	1,709,036	0	0
Use of Money or Property	26,110,969	24,249,211	23,341,272	(907,939)	(4%)
Intergovernmental Revenue - Federal	94,950	0	0	0	N/A
Intergovernmental Revenue - State	31,025	0	0	0	N/A
Charges for Services	2,814,775	3,978,422	3,482,862	(495,560)	(12%)
Other Revenues	8,450,136	6,553,100	345,000	(6,208,100)	(95%)
Transfers In	2,523,693	31,744,782	21,252,800	(10,491,982)	(33%)
Expenditure Recovery	98,088,757	104,936,527	113,371,184	8,434,657	8%
Transfer Adjustments-Sources	(516,973)	(29,861,436)	(21,235,000)	8,626,436	(29%)
Use of / (Deposit to) Fund Balance	(13,921,888)	7,193,498	8,532,200	1,338,702	19%
General Fund Support	26,234,071	34,100,128	46,452,748	12,352,620	36%
Sources Total	205,445,826	238,598,268	251,082,102	12,483,834	5%
USES - OPERATING EXPENDITURES					
Salaries & Wages	50,203,329	47,225,250	50,565,408	3,340,158	7%
Fringe Benefits	17,751,457	19,682,504	22,098,368	2,415,864	12%
Overhead	50,846	179,117	179,117	0	0
Professional & Contractual Services	73,035,200	101,620,691	102,260,877	640,186	1%
Aid Assistance / Grants	12,193,101	9,974,626	10,204,626	230,000	2%
Materials & Supplies	11,729,046	10,594,417	11,390,137	795,720	8%
Equipment	160,730	429,856	453,006	23,150	5%
Debt Service	1,011,076	0	506,231	506,231	N/A
Services of Other Departments	21,746,662	24,412,587	24,863,461	450,874	2%
Transfers Out	14,345,112	41,672,556	33,169,047	(8,503,509)	(20%)
Transfer Adjustments-Uses	(516,973)	(29,861,436)	(21,235,000)	8,626,436	(29%)
Uses - Operating Expenditures Total	201,709,586	225,930,168	234,455,278	8,525,110	4%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	310,860	425,000	425,000	0	0
Capital Renewal	0	7,198,100	1,250,000	(5,948,100)	(83%)
Capital Projects	3,425,380	5,045,000	14,951,824	9,906,824	N/A
Uses - Project Expenditures Total	3,736,240	12,668,100	16,626,824	3,958,724	31%
USES BY PROGRAM RECAP					
311 Call Center	11,043,375	9,503,714	10,505,685	1,001,971	11%
Animal Welfare	4,268,742	3,963,492	4,092,255	128,763	3%
Capital Asset Planning	681,596	750,484	750,000	(484)	0%
City Administrator - Administration	9,852,131	8,041,540	8,480,428	438,888	5%
County Clerk Services	1,186,188	1,846,443	1,916,295	69,852	4%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Disability Access	742,388	11,153,585	9,018,116	(2,135,469)	(19%)
Entertainment Commission	638,072	678,324	762,374	84,050	12%
Facilities Mgmt & Operations	23,355,081	42,166,234	40,047,767	(2,118,467)	(5%)
Fleet Management	829,941	1,019,759	1,008,745	(11,014)	(1%)
Grants For The Arts	12,796,918	11,848,487	11,855,660	7,173	0%
Immigrant Rights Commission	1,181,639	1,013,117	1,072,187	59,070	6%
Justice Project - City Adm Office	0	0	2,522,601	2,522,601	N/A
Living Wage / Living Health (Mco/Hcao)	2,362,145	2,808,993	2,889,352	80,359	3%
Medical Examiner	5,854,289	5,634,023	12,496,703	6,862,680	N/A
Neighborhood Beautification	1,431,838	1,282,778	835,000	(447,778)	(35%)
Other Programs	120,296	0	0	0	N/A
Procurement Services	4,206,518	4,446,551	4,704,454	257,903	6%
Real Estate Services	20,881,151	23,186,478	23,306,303	119,825	1%
Reproduction Services	0	0	5,480,996	5,480,996	N/A
Risk Management / General	9,843,531	13,655,921	12,583,793	(1,072,128)	(8%)
Tourism Events	69,085,598	70,719,217	70,820,558	101,341	0%
Treasure Island	1,365,213	1,510,151	1,626,495	116,344	8%
Vehicle & Equipment Main & Fueling	23,719,176	23,368,977	24,306,335	937,358	4%
Uses by Program Recap Total	205,445,826	238,598,268	251,082,102	12,483,834	5%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
311 CUSTOMER SERVICE CENTER				
Quality Assurance				
Quality assurance percentage score	98%	98%	98%	98%
ANIMAL WELFARE				
Decrease number of animals euthanized				
Percentage of live animal releases	76%	72%	74%	74%
Decrease or maintain average field emergency response time				
Field service emergency response time, in minutes	21	23	22	22
COUNTY CLERK SERVICES				
Streamline delivery of County Clerk services				
Percentage of customers assisted within ten minutes from the time they are ready to be served	93%	90%	95%	95%
DISABILITY ACCESS				
Conduct required plan and site reviews in a timely manner				
Percentage of requests for plan reviews fulfilled within twenty business days	80%	85%	83%	85%
FLEET MANAGEMENT				
Control citywide vehicle costs by reducing the number of vehicles assigned to departments				
Number of vehicles assigned to departments	904	875	915	875
GRANTS FOR THE ARTS				
Promote San Francisco as a tourist destination by supporting the arts and cultural community				
Number of attendees at programs and events supported by GFTA funding	9,600,000	10,000,000	9,600,000	9,600,000
LABOR STANDARDS ENFORCEMENT				
Implement and enforce San Francisco labor laws				
Number of education/outreach presentations made regarding the San Francisco Labor Laws	107	65	65	65
MEDICAL EXAMINER				
Complete cases and investigations in a timely manner				
Percentage of all notifications of families completed within 24 hours	97%	90%	94%	90%
PROCUREMENT SERVICES				
Achieve cost savings and make the purchasing process more efficient				
Percentage of all purchases made through term contracts (excluding professional services)	33%	32%	30%	30%
REAL ESTATE SERVICES				
Keep rental rates for City tenants below market rates				
Average occupancy rate in City-owned buildings managed by Real Estate	99%	100%	99%	99%
Average per sq ft cost of City-operated buildings compared to market rates	76%	75%	0%	90%
TOURISM EVENTS				
Promote San Francisco as a convention destination by providing high quality services				
Percentage of client post-convention survey ratings in the above average or higher category.	81%	80%	80%	100%

GSA-PUBLIC WORKS

To enhance the quality of life in San Francisco by providing outstanding public service. The Department of Public Works designs, builds, operates, maintains, greens and improves the City's infrastructure, public right-of-way, and facilities with skill, pride, and responsiveness in partnership with the San Francisco community.

SERVICES

The Department of Public Works (DPW) provides services in the following areas:

ARCHITECTURE provides comprehensive planning, project management and architectural services for the modernization and renovation of existing buildings, and the development of new buildings, facilities and urban spaces for public use.

BUILDING REPAIR provides construction, repair, remodeling, and facility management services to city-owned facilities and operates the City's various draw bridges.

CONSTRUCTION MANAGEMENT inspects and manages public construction projects for city agencies.

ENGINEERING provides planning, project development, design and consulting services for city streets, infrastructure and buildings.

PROJECT MANAGEMENT is responsible for delivering major capital projects through planning, design, regulatory approval, and the construction process.

STREET AND SEWER REPAIR is responsible for street paving and repair work, sewer repair, and pothole filling. In addition, the bureau repairs right-of-way street structures such as stairways, landings, retaining walls, walkways, as well as sidewalks, curbs and gutters damaged by tree roots around City-maintained trees.

STREET ENVIRONMENTAL SERVICES AND URBAN FORESTRY uses mechanical street sweepers, strategic litter receptacle placement, and city work crews to clean streets and curbs, remove graffiti and to pick up illegally dumped debris. The bureau also maintains the City's street trees and median landscaping.

STREET USE AND MAPPING ensures that city sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right-of-way. The bureau also maintains the official city map.

For more information, call (415) 554-6920 or 311; or visit www.sfdpw.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	175,223,997	162,490,919	129,674,772	(32,816,147)	(20%)
Total FTE	822	791	785	(7)	(1%)

BUDGET ISSUES AND DETAILS

The Department of Public Works (DPW) Fiscal Year 2011–12 proposed budget of \$129.7 million is \$32.8 million less than the Fiscal Year 2010–11 budget of \$162.5 million. This reduction in DPW's budget is due to staffing reductions, administrative efficiencies, and the loss of Certificate of Participation funding for street repaving.

INVESTING IN STREET REPAVING AND SAFETY IMPROVEMENTS

In Fiscal Year 2011–12 DPW's investments in street and right-of-way improvements include over \$16.4 million for street resurfacing, \$1 million for median tree and landscape improvements as part of the Cesar Chavez Streetscape Improvement Project, approximately \$0.9 million for design and planning for the Better Market Street Project, and \$0.6 million to begin retrofitting the Stockton Street tunnel lighting. DPW's budget continues to fund pothole repair, street and median maintenance, plaza and city facility repair, street structure inspections and streetscape improvement planning and project management. These investments continue the Department's efforts to improve the condition of the City's streets and structures.

In May of 2011, the Mayor introduced a proposed \$248 million Road Repaving and Street Safety Bond measure for the November 2011 ballot. If voters approve this General Obligation bond, the City will be able to invest an additional \$53 million in Fiscal Year 2011–12 and \$220 million over the next three years in street repaving, curb ramps, sidewalk repairs and improvements to the safety of the public right-of-way. Recommended as part of the citywide Ten-Year Capital Plan to improve and invest in the City's infrastructure, the Road Repaving and Street Safety Bond will also improve streetscapes for pedestrian and bicyclist safety, improve traffic flow on local streets and install sidewalk and curb ramps to meet the City's obligations under the Americans with Disabilities Act (ADA).

In Fiscal Year 2011–12, DPW will continue to implement the City's Americans with Disabilities Act (ADA) Transition Plans for curb ramps and sidewalks in the right-of-way, including various San Francisco Unified School District locations. Fiscal Year 2011–12 marks the second year DPW will upgrade the detectable warning tiles at high pedestrian locations for ramps that are already ADA compliant. The Department's work to implement the ADA Transition Plan directly improves pedestrian safety for the City's residents and visitors.

ADVANCING PROGRAMMATIC EFFICIENCY

In October 2010 DPW implemented DPWStat, a new internal performance management process that uses real time business intelligence data from a new data warehouse to allow managers and staff to monitor and analyze the performance of key departmental activities and formulate action plans to improve the quality of services delivered. Because the Department's staffing levels shrank over the past three years, efficiency projects such as DPWStat are integral to lessening the impact of budget cuts on the public. To enhance DPWStat next year, the Department will include financial and payroll data. This integration of financial and payroll data will allow for more effective deployment of Department personnel, and will improve accountability of managers and line supervisors throughout DPW's organization.

MAINTAINING THE CITY'S URBAN FOREST

DPW currently maintains about 40,000 of the approximately 100,000 street trees in the public right-of-way throughout the City. The Department has not had the resources to properly maintain the trees and has been pruning them on a seven-to-ten year cycle rather than the industry recommended cycle of every three-to-five years. Lack of maintenance can cause tree fatalities and limb failures that not only deprive the City of the benefits trees provide, but that can also cause property damages, increasing the City's liability. Because of dwindling resources and in order to standardize the maintenance of street trees in the public right-of-way, the Department will relinquish the maintenance of approximately 24,000 street trees to property owners over eight years beginning in Fiscal Year 2011–12. Property owners will only receive responsibility of healthy trees that have been pruned within the last three years. After the relinquishment, DPW will maintain 7,500 median trees and 4,100 street trees. To help bridge the City's funding gap, the Department's Fiscal Year 2011–12 budget includes the elimination of one of the three arborist crews currently assigned to the maintenance of the 40,000 street trees.

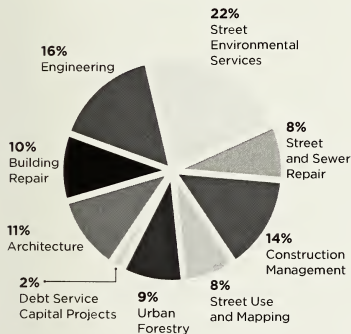
STRIVING TO KEEP THE CITY CLEAN

DPW remains committed to maintaining clean streets through a myriad of strategic actions including, but not limited to, partnering with the community on cleaning programs, seeking grant funding, code enforcement and conducting community outreach on various issues such as illegal dumping and graffiti abatement. These efforts

are designed to improve the effectiveness of our cleaning services and to counter balance the reductions in available funding. Over the past three years, the staffing level for DPW's Street Environmental Services has decreased by 27 percent, including a reduction in our General Laborer apprenticeship program. As of October 2010, DPW lost over 95 JobsNow employees helping maintain the cleanliness of

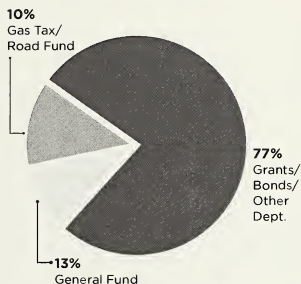
the City streets due to a loss of federal funding. In Fiscal Year 2011-12, DPW will reinvigorate its apprenticeship program, with some non-General Fund sources from the Department of the Environment and the Public Utilities Commission, to help offset the loss of the JobsNow staff and reduction in the General Laborer program staffing levels.

Funding Source by Department Bureau



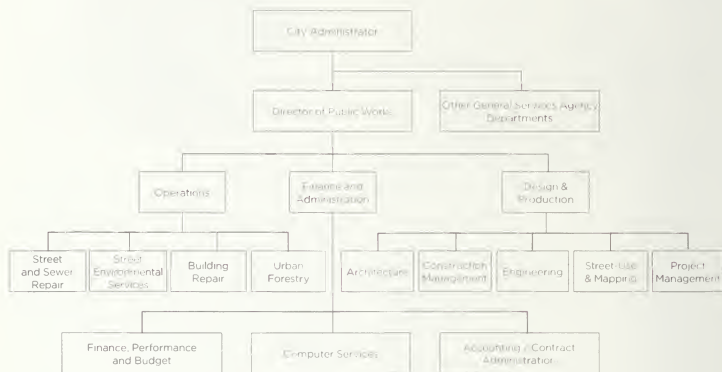
Street Environment Services, the bureau responsible for street cleaning and graffiti abatement, is the largest bureau at DPW receiving 22 percent of all sources.

Sources of Funds



The Department of Public Works receives only 13 percent of its revenue directly from the General Fund.

GSA-PUBLIC WORKS



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	1,175.52	1,147.38	1,147.93	0.55	0%
Non-operating Positions (cap/other)	(354.00)	(356.00)	(363.08)	(7.08)	2%
Net Operating Positions	821.52	791.38	784.85	(6.53)	(1%)
SOURCES					
Licenses & Fines	723.677	637,000	585,100	(51,900)	(8%)
Use of Money or Property	991,188	1,841,661	41,661	(1,800,000)	(98%)
Intergovernmental Revenue - Federal	14,465,713	4,123,195	0	(4,123,195)	(100%)
Intergovernmental Revenue - State	27,086,180	32,785,480	31,025,781	(1,759,699)	(5%)
Intergovernmental Revenue - Other	1,654,218	0	2,500,000	2,500,000	N/A
Charges for Services	16,268,277	9,634,023	9,914,846	280,823	3%
Other Revenues	770,130	32,156,835	0	(32,156,835)	(100%)
Transfers In	2,385,649	1,245,579	2,377,226	1,131,647	91%
Expenditure Recovery	83,839,647	111,454,321	117,675,118	6,220,797	6%
Transfer Adjustments-Sources	(47,107,086)	(54,850,011)	(58,088,365)	(3,238,354)	6%
Use of / (Deposit to) Fund Balance	37,818,275	1,217,338	0	(1,217,338)	(100%)
General Fund Support	36,328,129	22,245,498	23,643,405	1,397,907	6%
Sources Total	175,223,997	162,490,919	129,674,772	(32,816,147)	(20%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	45,965,361	61,637,477	62,361,360	723,883	1%
Fringe Benefits	20,997,021	28,073,448	31,125,046	3,051,598	11%
Overhead	32,735,630	29,734,550	32,177,227	2,442,677	8%
Professional & Contractual Services	8,208,394	5,375,754	5,519,612	143,858	3%
Materials & Supplies	5,681,225	2,272,969	2,241,701	(31,268)	(1%)
Equipment	2,185,797	2,741,359	2,942,486	201,127	7%
Debt Service	266,492	0	0	0	N/A
Services of Other Departments	23,725,433	23,939,795	24,938,452	998,657	4%
Transfers Out	1,440,720	1,512,071	2,643,718	1,131,647	75%
Transfer Adjustments-Uses	(47,107,086)	(54,850,011)	(58,088,365)	(3,238,354)	6%
Uses - Operating Expenditures Total	94,098,987	100,437,412	105,861,237	5,423,825	5%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	475,326	2,851,500	2,824,500	(27,000)	(1%)
Capital Renewal	0	50,362,872	18,980,699	(31,382,173)	(62%)
Capital Projects	80,649,684	8,839,135	2,008,336	(6,830,799)	(77%)
Uses - Project Expenditures Total	81,125,010	62,053,507	23,813,535	(38,239,972)	(62%)
USES BY PROGRAM RECAP					
Architecture	1,733,200	533,310	551,500	18,190	3%
Building Repair And Maintenance	13,941,344	16,241,134	18,072,285	1,831,151	11%
City Capital Projects	72,854,211	63,469,244	26,096,510	(37,372,734)	(59%)
Construction Management Services	1,809,106	340,745	411,225	70,480	21%
Engineering	3,996,737	756,699	739,450	(17,249)	(2%)
General Administration	1,788,455	0	0	0	N/A

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Mapping	3,831,410	0	0	0	N/A
Neighborhood Beautification	0	1,217,338	0	(1,217,338)	(100%)
Other Programs	594,968	0	0	0	N/A
Street And Sewer Repair	11,463,912	14,432,776	14,582,841	150,065	1%
Street Environmental Services	37,516,415	35,848,304	38,555,461	2,707,157	8%
Street Use Management	6,494,911	13,333,158	14,190,874	857,716	6%
Urban Forestry	19,199,328	16,318,211	16,474,626	156,415	1%
Uses by Program Recap Total	175,223,997	162,490,919	129,674,772	(32,816,147)	(20%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ARCHITECTURE				
Develop accurate construction cost estimates for City projects				
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the architect's estimate	43%	75%	90%	90%
CONSTRUCTION MANAGEMENT SERVICES				
Track City construction project costs				
Percentage change order cost to original contracts, for projects exceeding \$2 million	20.1%	8.0%	20.0%	18.0%
ENGINEERING				
Develop accurate construction cost estimates for City projects				
Percentage of construction contracts advertised wherein the lowest bid received is within a range of 80% to 110% of the engineer's estimate	56%	75%	70%	75%
Maintain quality of City streets through repaving program				
Number of blocks of City streets repaved	312	320	400	300
STREET AND SEWER REPAIR SERVICES				
Maintain City streets in good repair				
Number of potholes repaired	15,334	12,000	15,000	15,000
Percentage of potholes repaired within 72 hours of request	47%	75%	75%	75%
STREET ENVIRONMENTAL SERVICES				
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education				
Percentage of street cleaning requests abated within 48 hours	90%	85%	85%	85%
Percentage of graffiti requests abated within 48 hours (public property)	42%	60%	65%	65%
STREET USE MANAGEMENT				
Respond to street construction-related complaints on a timely basis				
Percentage of street construction complaints responded to within 24 hours	71%	65%	65%	65%
URBAN FORESTRY				
Maximize San Francisco's urban forest canopy cover				
Number of street trees planted by DPW	469	375	375	305

GSA-TECHNOLOGY

Provide high-quality, cost-effective, customer-focused information technology and telecommunications solutions.

SERVICES

The Department of Technology (DT) provides a broad range of information technology and telecommunications services to the departments and agencies of the City and County of San Francisco and, increasingly, directly to city residents. To meet this growing mission, the Department is strategically improving its services, focusing on better funding models, improved customer service, efficient and effective operations, and building a finely-tuned organization supported by staff that is appropriately trained. The Department's major service areas include:

OPERATIONS PROGRAM manages the ongoing support and upgrade of the City's information technology infrastructure. This includes building and maintaining the voice, video and data networks which support the City's computing needs, and maintaining and operating the City's data center which houses the hardware that supports enterprise applications such as a centralized financial system, e-mail and Geographic Information Systems (GIS).

CUSTOMER SUPPORT AND APPLICATIONS provides enterprise technology support services to all city departments including requirements gathering, business process mapping and reengineering, software development and technical project management. This area also serves as the primary point of customer contact through the operation of a Customer Support Help Desk.

WIRELESS RADIO OPERATIONS maintains the public safety, mission-critical wireless and wired communication and information systems of the City's Emergency Management, Fire and Police departments. These systems include the 911 dispatch network, outdoor public warning system, emergency telephone system and all wireless radio systems.

POLICY AND GOVERNANCE supports the Committee on Information Technology (COIT), the City's technology governance body, develops citywide information technology (IT) policies and strategies, as well as SFGTV and the City's website and e-Government initiatives.

ADMINISTRATION provides a single point of contact to ensure high-quality, efficient, and effective communications and services to DT's clients. This program is also responsible for contract management and procurement, citywide enterprise agreements, accounting and budgetary functions, enterprise telephone billing, human resources, facilities management and administration.

For more information call (415) 581-4000 or 311; or visit www.sfgov.org/dt

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	79,322,151	78,004,685	74,841,614	(3,163,071)	(4%)
Total FTE	252	210	197	(13)	(6%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12 the Department of Technology (DT) will have a \$74.8 million operating budget, including \$1.5M in direct General Fund support and \$42.4 million in General Fund recoveries from departments receiving services. This is a \$3.2 million (four percent) decrease overall and a \$3.6 million (eight percent) reduction in total General Fund support from the Fiscal Year 2010–11 Budget.

These reductions are largely a result of the transfers of function of the JUSTIS project and ReproMail services to the General Services Agency. Additionally, DT was able to maintain lower costs for its services by controlling current year spending and reducing ongoing overhead and pass-through costs to departments. Notably, DT's budget also includes \$7.8 million (\$5.1 million General Fund) for citywide IT infrastructure projects including data center consolidation and a pilot Voice over Information Protocol (VoIP) solution for the City's telephone systems that will create citywide budget savings in the long run.

STRATEGIC INITIATIVES

LONG-TERM PLANNING

The Committee on Information recently approved the City's first Information and Communications Technology (ICT) Plan, as required by the San Francisco Administrative Code. The ICT Plan outlines ten foundational initiatives for the City to address over the plan's five-year timeframe and highlights DT's role in coordinating departments to maintain the technological infrastructure and implementing innovative applications needed to maintain core operations and improve services to residents. Recognizing the fiscal challenges faced by the City, the plan includes a strategy to align the cost of new initiatives with available resources over the next five years.

CITYWIDE INITIATIVES

In accordance with the ICT Plan, the Department continues to focus on supporting citywide enterprise technology that will create operational and budgetary efficiencies while better serving its customers. These investments include a new consolidated citywide email system, an expanded and more redundant fiber network, increased network security enhancements and collaborative tools. The Department will also implement a pilot Voice over Information Protocol (VoIP) solution, expand broadband adoption in San Francisco through implementation of the federally funded Broadband Technology Opportunities Program (BTOP) and develop new revenue generating initiatives using the Department's fiber and radio tower assets.

DT is also leading the Citywide Data Center Consolidation Project. Working collaboratively with other City

department IT leaders, DT will merge the numerous department-specific data centers and equipment into DT's data center at 200 Paul Avenue and in a new facility at the Airport. This project will optimize resources citywide by reducing square footage needed to house equipment, reducing new equipment purchases through virtualization of servers and allowing for staffing efficiencies. Upgraded facilities will also improve the City's preparation for and resilience in the case of a disaster.

As the City's central department for Information and Communication Technology (ICT), DT plays a critical role in leading the planning, coordination and implementation of citywide ICT operations and initiatives.

LONG-TERM PLANNING

DT recently led the creation of the City's first ICT Plan, which has been approved by the Committee on Information Technology (COIT) and will soon be introduced to the Board of Supervisors for final approval, as required by the San Francisco Administrative Code. In addition to identifying departments' projected ICT investments over the next five years, the plan highlights DT's role in coordinating departments to maintain the City's technological infrastructure. Recognizing the fiscal challenges faced by the City, the Plan aligns the cost of new initiatives with available resources over the next five years.

IMMEDIATE COORDINATION EFFORTS

City leaders have recognized the potential for financial and operational efficiencies by improving citywide coordination of ICT investments. As a result, COIT is actively pursuing five foundational initiatives identified in the ICT Plan that require interdepartmental coordination in order to achieve savings in the coming fiscal years.

- **Enterprise Applications and Agreements** – Departments will ensure that any new applications and license agreements meet the needs of other departments utilizing similar systems and/or products.
- **Data Center Consolidation and Virtualization** – The Department of Technology will lead a coordinated effort to virtualize servers and consolidate facilities. Over the course of five years, this project will achieve \$5.5 million in savings due to reduced equipment, facilities and staffing costs.
- **Voice over Internet Protocol (VoIP) and Land Line Reductions** – The Department of Technology and Public Utilities Commission are working together to determine a citywide plan to coordinate and standardize investments.
- **Consolidation of Staff in Shared Buildings** – With the Human Services Agency and Department of Building Inspection serving as a success story, departments in common areas will consolidate support staff functions.

- **Consolidation of Reproduction and Mail Functions**
– The Department of Administrative Services' Reprographics and Mail Division will work with other departments containing similar functions to determine how facilities and services can be consolidated.

The Mayor's Fiscal Year 2011-12 Budget supports these initiatives and realizes the initial stages of their benefits with \$2.3 million in ICT savings, including \$600k in salary savings, \$400k in equipment and in \$1.3 million in contracts and projects passed through the Department of Technology.

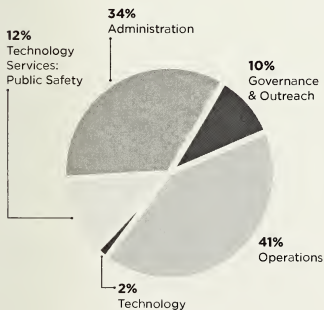
IMPLEMENTING CITYWIDE INITIATIVES

In accordance with the ICT Plan and ongoing coordination efforts, DT continues to focus on supporting citywide enterprise technology that will create operational and budgetary efficiencies while better serving its customers. These investments include a new consolidated citywide email system, an expanded and more redundant fiber network, a pilot VoIP solution, increased network security enhancements and collaborative tools. The Department

will also expand broadband adoption in San Francisco through implementation of the federally funded Broadband Technology Opportunities Program (BTOP) and develop new revenue generating initiatives using the Department's fiber and radio tower assets.

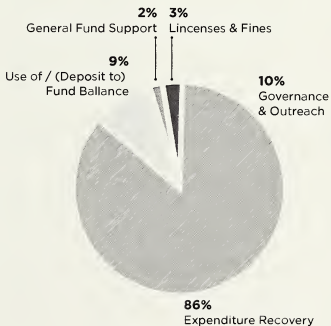
Notably, DT will lead the citywide Data Center Consolidation Project. Working collaboratively with other City department IT leaders, DT will merge numerous department-specific data centers and equipment into DT's data center at 200 Paul and at the Airport. This project will create considerable efficiencies citywide by decreasing square footage utilized to house equipment and reducing underutilized equipment through virtualization of servers. Moving equipment to upgraded facilities will also improve the City's preparation for and resilience in the case of a disaster.

Resources by Program



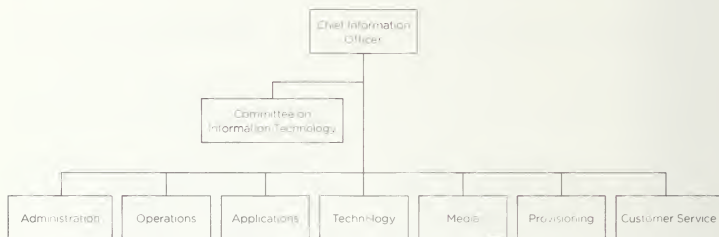
The Department's main program area is in its operations, which manages the ongoing support and upgrade of the City's IT infrastructure. Two critical projects being led by DT are the implementation of a new citywide email system and consolidation of the City's data centers.

Sources of Funds



While DT's main source of funds continues to be work order recoveries from City departments, the Department was able to utilize fund balances to achieve savings for client departments in Fiscal Year 2011-12.

GSA-TECHNOLOGY



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	274.99	240.93	227.69	(13.24)	(5%)
Non-operating Positions (cap/other)	(23.00)	(31.00)	(31.00)	0.00	0
Net Operating Positions	251.99	209.93	196.69	(13.24)	(6%)
SOURCES					
Licenses & Fines	2,522,670	1,749,188	2,253,703	504,515	29%
Use of Money or Property	35,695	56,900	74,500	17,600	31%
Transfers In	211,548	0	0	0	N/A
Expenditure Recovery	88,336,039	71,352,020	64,028,071	(7,323,949)	(10%)
Transfer Adjustments-Sources	(11,548)	0	0	0	N/A
Use of / (Deposit to) Fund Balance	(11,315,448)	3,508,096	7,030,159	3,522,063	N/A
General Fund Support	1,742,874	1,338,481	1,455,181	116,700	9%
Sources Total	81,521,830	78,004,685	74,841,614	(3,163,071)	(4%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	23,610,078	21,301,789	20,536,198	(765,591)	(4%)
Fringe Benefits	8,126,587	8,399,498	8,772,003	372,505	4%
Overhead	2,135,258	2,348,184	1,244,642	(1,103,542)	(47%)
Professional & Contractual Services	29,655,475	33,843,968	33,262,505	(581,463)	(2%)
Materials & Supplies	7,118,756	2,958,156	2,705,957	(252,199)	(9%)
Equipment	3,810,037	3,841,213	2,827,300	(1,013,913)	(26%)
Services of Other Departments	4,865,960	5,311,877	5,493,009	181,132	3%
Transfers Out	11,548	0	0	0	N/A
Transfer Adjustments-Uses	(11,548)	0	0	0	N/A
Uses - Operating Expenditures Total	79,322,151	78,004,685	74,841,614	(3,163,071)	(4%)
USES - PROJECT EXPENDITURES					
Capital Projects	2,199,679	0	0	0	N/A
Uses - Project Expenditures Total	2,199,679	0	0	0	N/A
USES BY PROGRAM RECAP					
Administration	23,290,884	23,811,153	25,640,778	1,829,625	8%
Governance And Outreach	5,133,850	6,737,518	7,565,870	828,352	12%
Operations	31,693,736	32,177,636	30,878,230	(1,299,406)	(4%)
Reproduction Services	7,007,554	5,393,640	0	(5,393,640)	(100%)
Technology	3,403,691	2,427,644	1,807,472	(620,172)	(26%)
Technology Services:Public Safety	10,992,115	7,457,094	8,949,264	1,492,170	20%
Uses by Program Recap Total	81,521,830	78,004,685	74,841,614	(3,163,071)	(4%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ADMINISTRATION				
Provide accurate and timely accounting and financial reporting services				
Average number of days from the end of the prior month to complete interdepartmental project billing	27.9	28.0	28.0	28.0
CUSTOMER SERVICE				
Ensure a high level of desktop support for Desk Top Customers				
Percent of Desk Top Requests resolved on first call visit to client	75%	75%	75%	75%
Percent of Desk Top incident tickets resolved in one work week or less	72%	75%	75%	75%
ENTERPRISE OPERATIONS				
Ensure high availability of the systems managed by DT				
Network Up Time	99.81%	99.90%	99.90%	99.90%
E-mail System	99.91%	99.00%	99.90%	99.90%
PUBLIC SAFETY				
Reliable Public Safety Technology Operation				
Percentage of repairs for portable and mobile radios completed within the same day of the request	80%	90%	90%	90%

GENERAL CITY RESPONSIBILITY

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies or health services administration costs are budgeted in General City Responsibility rather than allocating costs to General Fund departments.

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
SOURCES					
Local Taxes	168,645,867	195,598,478	188,842,548	(6,755,930)	(3%)
Licenses & Fines	1,004,196	0	0	0	N/A
Use of Money or Property	4,991,303	0	95,000	95,000	N/A
Intergovernmental Revenue - State	729,159	750,000	750,000	0	0
Other Revenues	5,723,689	14,474,097	15,896,447	1,422,350	10%
Transfers In	23,864,572	19,277,332	12,145,539	(7,131,793)	(37%)
Transfer Adjustments-Sources	(9,949,142)	(7,254,720)	0	7,254,720	(100%)
Use of / (Deposit to) Fund Balance	22,703,305	0	0	0	N/A
General Fund Support	687,417,903	321,887,590	354,436,184	32,548,594	10%
Sources Total	905,130,852	544,732,777	572,165,718	27,432,941	5%
USES - OPERATING EXPENDITURES					
Fringe Benefits	51,209,456	53,944,119	56,611,777	2,667,658	5%
Professional & Contractual Services	14,743,625	12,515,899	12,875,899	360,000	3%
Aid Assistance / Grants	100,000	473,940	0	(473,940)	(100%)
Equipment	619,184	14,474,097	9,446,447	(5,027,650)	(35%)
Debt Service	200,118,293	203,869,690	189,859,040	(14,010,650)	(7%)
Services of Other Departments	19,246,611	12,705,801	13,072,234	366,433	3%
Transfers Out	629,042,825	206,300,339	232,132,821	25,832,482	13%
Budgetary Reserves	0	47,703,612	55,917,500	8,213,888	17%
Transfer Adjustments-Uses	(9,949,142)	(7,254,720)	0	7,254,720	(100%)
Uses - Operating Expenditures Total	905,130,852	544,732,777	569,915,718	25,182,941	5%
USES - PROJECT EXPENDITURES					
Capital Projects	0	0	2,250,000	2,250,000	N/A
Uses - Project Expenditures Total	0	0	2,250,000	2,250,000	N/A
USES BY PROGRAM RECAP					
General City Responsibilities	905,130,852	544,732,777	564,870,718	20,137,941	4%
Indigent Defense/Grand Jury	0	0	750,000	750,000	N/A
Retiree Health Care - Prop B	0	0	6,545,000	6,545,000	N/A
Uses by Program Recap Total	905,130,852	544,732,777	572,165,718	27,432,941	5%

GENERAL FUND UNALLOCATED

General Fund Unallocated is a department designation for revenues that are not directly attributable to a city department. For example, undesignated property taxes, business taxes and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
SOURCES					
Local Taxes	1,909,322,283	1,830,721,934	1,992,359,357	161,637,423	9%
Licenses & Fines	30,491,756	17,921,000	19,402,000	1,481,000	8%
Use of Money or Property	565,871	5,322,000	2,272,000	(3,050,000)	(57%)
Intergovernmental Revenue - Federal	3,935	0	0	0	N/A
Intergovernmental Revenue - State	6,156,756	(24,450,000)	(9,450,000)	15,000,000	(61%)
Charges for Services	8,076,741	10,679,632	11,350,657	671,025	6%
Other Revenues	11,038,033	12,422,162	100,000	(12,322,162)	(99%)
Transfers In	122,595,191	138,594,414	164,286,875	25,692,461	19%
Use of / (Deposit to) Fund Balance	15,434,354	97,298,951	161,211,440	63,912,489	66%
General Fund Support	(2,099,584,196)	(2,088,510,093)	(2,341,532,329)	(253,022,236)	12%
Sources Total	4,100,724	0	0	0	N/A
USES - OPERATING EXPENDITURES					
Transfers Out	4,100,724	0	0	0	N/A
Uses - Operating Expenditures Total	4,100,724	0	0	0	N/A
USES BY PROGRAM RECAP					
General Fund Unallocated	4,100,724	0	0	0	N/A
Uses by Program Recap Total	4,100,724	0	0	0	N/A

HEALTH SERVICE SYSTEM

To provide active and retired members of the Health Service System with affordable, quality healthcare and the information needed to make knowledgeable decisions about their healthcare options while adhering to excellent customer service standards.

SERVICES

The Health Service System (HSS) has six major functional areas:

ADMINISTRATION provides departmental management; develops policy recommendations for the Health Service Board; provides benefits analysis and vendor selection, management and evaluation services; and is responsible for the commission secretary and other administrative services of the Health Service Board.

MEMBER SERVICES communicates with over 2,500 individual members each month providing individual benefits counseling, enrollment and benefit modification, and customer service to more than 100,000 members and dependents enrolled in the Health Service System.

FINANCE provides benefit rate calculations; maintains the accuracy of all financial and vendor contract transactions; supports annual Health Service System audits and provides detailed reports to the Health Service Board on the financial activity of the Health Service System Trust Fund, the Non-Charter Benefits Fund and the Department's administrative fund and budget.

COMMUNICATIONS provides coordinated and strategic benefits communications to members of the Health Service System. It also facilitates the delivery of wellness programs designed to improve client health and proactively manage future healthcare costs.

EMPLOYEE ASSISTANCE PROGRAM (EAP) provides short term counseling to employees undergoing difficult times. EAP also provides training for departments on managing stress as well as responding to violence in the workplace.

INFORMATION SYSTEMS provides data for benefits reporting and analysis, manages benefits and personnel transactions flowing through the Health Service System and carries out data exchange with vendors, employers and governmental funding entities such as the Center for Medicare and Medicaid Services.

For more information, call (415) 554-1727 or 311; or visit www.myhss.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	5,605,766	6,234,937	6,518,485	283,548	5%
Total FTE	35	35	35	0	0%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12, the Health Service System proposes a \$6.5 million budget. This represents a 5 percent increase over Fiscal Year 2010–11 and is largely due to contractual needs associated with federal Health Care Reform.

FINDING CITYWIDE SAVINGS

In an effort to assist the Health Service System (HSS) to continue to recover citywide savings, the Department's Fiscal Year 2011–12 budget includes minor increases necessary to comply with federal laws and health care reform. This year, the leadership of the Health Service System has saved the City an estimated \$28.2 million. Carrying out a competitive Request for Proposal (RFP) for the non-staff model HMO and utilizing data during rate negotiations, the Health Service System saved an estimated \$15.3 million. The RFP included the establishment of an Accountable Care Organization (ACO) to eliminate duplication, improve quality and reduce costs. The hospitals, physician groups and Blue Shield estimate a savings of \$10 million in benefit costs. In addition HSS made plan design changes imposing member co-pays for Emergency Room, hospitalization and brand name drugs, saving an additional \$1.4 million. Over the long run, the only way to sustainably reduce health benefit costs is to have healthy members. HSS has launched a member wellness program working with vendors and coordinating plans with key departments. This wellness program integrates the Employee Assistance Program into the HSS Wellness Program.

PRESERVING THE QUALITY AND VALUE OF BENEFITS

HSS successfully negotiated a new contract with Blue Shield, Vision Service Plan, Kaiser, United Health Care and dental plans with an aggregate rate increase of only 3.1 percent (compared to Northern California average of 8.0 percent). Blue Shield removed the limit on smoking cessation treatment and added residential treatment for substance and alcohol abuse to the benefit package to match Kaiser's benefits. Blue Shield also agreed to work closely with HSS to coordinate workplace-based wellness activities.

HSS will also continue to implement a "dashboard" measurement tool to work with vendors in creating and implementing solutions to reduce the cost of disease management and hospitalizations.

HSS has implemented additional eligibility audits which are conservatively estimated to save \$1.5 million per year. HSS has successfully applied for and received funds through the Federal Early Retiree Reimbursement Program created by the Affordable Care Act. These funds will be used to decrease employer/employee premiums in the contract year 2012-13. HSS will continue to apply for these funds.

PROVIDING QUALITY CUSTOMER SERVICE

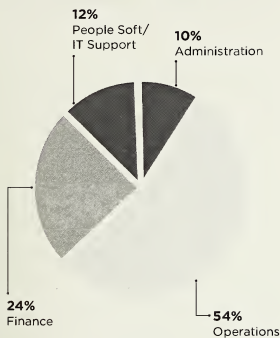
HSS will work closely with Blue Shield to ensure the successful implementation of the San Francisco Accountable Care Organization and will continue to ensure continuity of coverage for retirees, facilitate the migration to Medicare Advantage plans, communicate eligibility, enhance systems and information sharing and maximize the collection of the Medicare Part D subsidy, resulting in cost savings for members and the City.

Provider quality guarantees will be evaluated when the Vendor Contracts manager position is filled, which may result in penalties paid to the Trust Fund.

HSS will maintain increased telephone service hours and will work to bring wait times consistently below industry standards. Training for benefit analysts is ongoing to keep pace with health reform changes and MOU changes. HSS will continue to measure member satisfaction.

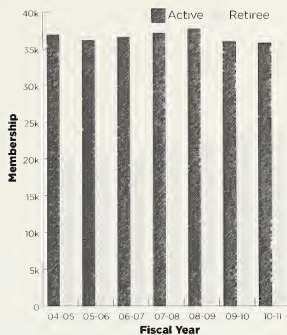
The City's eMerge Project, a citywide update of the City's information technology systems for Human Resources, will replace the existing system that HSS relies on for all of its benefits transactions. HSS is working with the eMerge Project team to ensure successful planning and implementation. Over the next fiscal year, this effort is expected to require significant HSS staffing resources.

Allocation of General Fund Resources



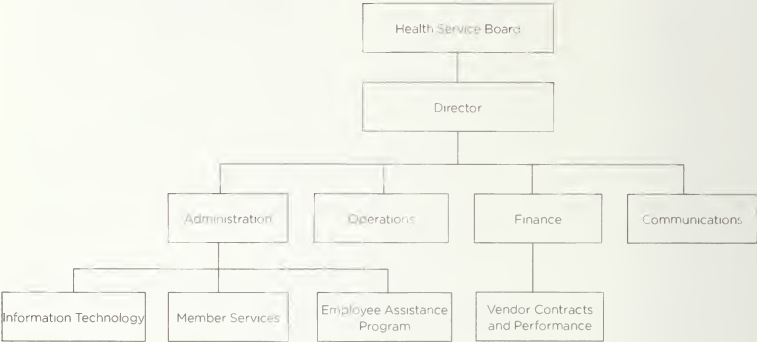
Fifty-four percent of the HSS budget is spent on operations.

HSS Membership



Retirees have steadily grown as a percentage of HSS members.

HEALTH SERVICE SYSTEM



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	36.09	36.99	36.82	(0.17)	0%
Non-operating Positions (cap/other)	(1.00)	(2.00)	(2.00)	0.00	0
Net Operating Positions	35.09	34.99	34.82	(0.17)	0%
SOURCES					
Charges for Services	0	7,000	0	(7,000)	(100%)
Other Revenues	379,792	160,355	167,355	7,000	4%
Expenditure Recovery	6,110,685	6,067,582	6,351,130	283,548	5%
General Fund Support	(884,711)	0	0	0	N/A
Sources Total	5,605,766	6,234,937	6,518,485	283,548	5%
USES - OPERATING EXPENDITURES					
Salaries & Wages	2,584,450	2,734,452	2,802,891	68,439	3%
Fringe Benefits	1,124,195	1,311,021	1,373,257	62,236	5%
Professional & Contractual Services	1,132,339	1,399,473	1,652,802	253,329	18%
Materials & Supplies	30,881	31,944	31,944	0	0
Services of Other Departments	733,901	758,047	657,591	(100,456)	(13%)
Uses - Operating Expenditures Total	5,605,766	6,234,937	6,518,485	283,548	5%
USES BY PROGRAM RECAP					
Health Service System	5,605,766	6,234,937	6,518,485	283,548	5%
Uses by Program Recap Total	5,605,766	6,234,937	6,518,485	283,548	5%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
HEALTH SERVICE SYSTEM				
Improve customer service				
Average time to answer telephone calls (in seconds)	44	30	44	30
Average call abandonment rate	2.9%	5.0%	2.9%	5.0%
Average wait time (in minutes)	3	10	3	10
Percentage of staff who are bilingual	50%	25%	50%	25%
Percentage of appeals responded to within 30 days and appeals not reaching the Health Service Board	100%	95%	95%	95%
Improve the accuracy and timeliness of financial reporting and payments				
Percentage of payments to vendors made on or before the due date	97%	99%	99%	99%
Percentage of accounts current in premium payments (delinquent less than 60 days)	100%	100%	100%	100%
Improve the monitoring of contracts and communications with contract vendors				
Percentage of vendor contracts that include performance guarantees	100%	100%	100%	100%
Membership satisfaction				
Percentage of survey respondents who found HSS Fair beneficial	85%	85%	85%	85%
Percentage of survey respondents who find HSS website informative	85%	80%	80%	80%

HUMAN RESOURCES

To recruit, engage, and develop the City's workforce to meet the expectations and service needs of San Franciscans.

SERVICES

The Department of Human Resources (DHR) is organized into the following functional areas:

EMPLOYMENT SERVICES includes the Recruitment and Assessment Services team, the Client Service team, the Classification and Compensation team, and the Employment Information Services team. Collectively, these teams provide human resources consultation and direct services in all operational areas of the City's human resources programs. They are also responsible for ensuring equal employment opportunity and the application of merit system principles.

EMPLOYEE RELATIONS negotiates and administers the provisions of collective bargaining agreements between the City and County of San Francisco and the labor organizations that represent city employees, and engages in legally-required meet and confer processes regarding issues within the scope of representation. Employee Relations staff advise departmental personnel representatives in the interpretation of contractual provisions, manage and review all grievances related to contract interpretation/application and disciplinary actions, and evaluate bargaining unit assignments for city classifications.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) provides professional consultation to applicants, employees and departments in the areas of equal employment opportunity, employment discrimination and harassment, and accommodation of persons with disabilities. EEO staff also trains supervisors and managers to prevent workplace harassment, and implement investigation and alternative dispute resolution of harassment and employment discrimination complaints.

WORKERS' COMPENSATION administers benefits related to industrial injuries and illnesses in compliance with state and local laws and regulations; coordinates citywide safety and prevention efforts; and facilitates return-to-work programs.

WORKFORCE DEVELOPMENT AND TRAINING implements citywide training and organizational development programs; manages succession planning programs; and designs and implements internship and apprenticeship programs.

ADMINISTRATION, FINANCE, BUDGET, AND INFORMATION SERVICES provides internal administrative support to ensure efficient department operations.

For more information, call (415) 557-4800 or 311; or visit www.sfgov.org/dhr

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	72,482,373	71,681,954	73,131,526	1,449,572	2%
Total FTE	138	119	124	5	4%

BUDGET ISSUES AND DETAILS

The proposed budget for the Department of Human Resources (DHR) for Fiscal Year 2011–12 is \$73.1 million. This represents an increase of two percent from the Fiscal Year 2010–11 budget of \$71.7 million; 68 percent of this increase is due to higher workers' compensation costs, and 39 percent is increased costs associated with the Labor Project, (contract negotiations for city employees' wages and benefits).

WORKERS' COMPENSATION

The Department of Human Resources, in conjunction with city departments, has made significant improvements in the management of workers' compensation cases. The Department created a new transitional return-to-work program which returns employees to work more quickly by offering modified work opportunities. Bringing employees back from disability leave as soon as medically allowable improves employee retention, reduces disability costs, improves recovery time, and reduces overtime costs. The Workers' Compensation division has also begun administering claims on a fully electronic basis. Eliminating paper in the claims process will improve communication between claims staff, medical providers and the City Attorney's Office, and ensure appropriate medical treatment of injured employees.

However, even in light of these improvements, workers' compensation costs are projected to grow three percent or \$1.6 million from Fiscal Year 2010–11 to 2011–12. San Francisco is self-insured for workers' compensation, and costs have increased significantly for self-insured plans in California over the past few years. Furthermore, medical costs have increased a great deal as well, according to the California Worker's Compensation Institute.

LABOR PROJECT

During Fiscal Year 2011–12, the City will have 30 open Memoranda of Understanding (MOUs) including Service Employees' International Union 1021, International Federation of Professional and Technical Engineers Local 21, Municipal Executives' Association, Municipal Attorneys' Association, Crafts, miscellaneous safety unions, and the Deputy Sheriffs' Association. As a result of having such a large number of MOUs open next year, the Department budget is increasing \$0.9 million to cover the costs of these negotiations, including legal services. For Fiscal Year 2010–11 and 2011–12, the City saved \$235 million in wage and fringe benefit concessions from 20 different city unions. The Department plans to further review MOU provisions and negotiate costs to find additional savings and efficiencies for future years.

CIVIL SERVICE REFORM

DHR continues to evaluate the effectiveness of the existing civil service provisions and to implement new pilot programs in order to strengthen the systems created in the first phase of Civil Service Reform. DHR is also seeking to implement the second phase of Civil Service Reform in Fiscal Year 2011–12 focused on:

- Modernizing and streamlining the hiring and promotion process to ensure that the City can hire the most competent candidates in a timely and efficient manner.
- Improving management, performance and attendance policies.
- Refining the City's employee separation policies and procedures to ensure that they meet operational needs, are fiscally responsible and consistent with national best practices.
- Modernizing and simplifying the personnel system.

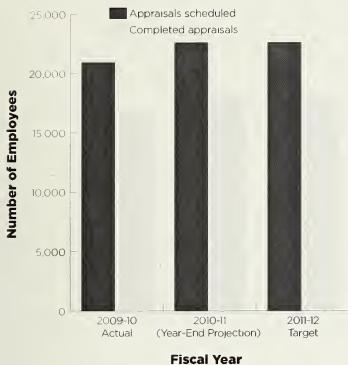
BUILDING EMPLOYEE SKILLS

DHR is responsible for developing and implementing training for city employees to ensure they have the necessary skills and information to perform their jobs. The trainings include management skills, leadership development, career development and the 24-PLUS training for supervisors and managers. DHR provides consulting and organizational development for city departments as well as training for employees who are laid off and/or displaced. DHR is also responsible for planning for the workforce needs of the City. Some programs developed in connection with this topic include: City University, a partnership between the City, San Francisco State University and City College of San Francisco; the City Hall Fellows program; and Workforce and Succession Planning projects. These programs focus on ensuring that the City's workforce has the skills and knowledge needed for the future. DHR is initiating a pilot program entitled "Pathways to City Employment", to expand employment opportunities for disadvantaged communities for entry-level positions with the City.

CLASSIFICATION AND COMPENSATION PROJECT

DHR recently established a team responsible for overseeing the City's classification plan and managing the City's compensation structure. The compensation and classification team will modernize the City's personnel classification system to reduce the number of classifications with overlapping responsibilities, and improve the consistency in the use and compensation of job classifications.

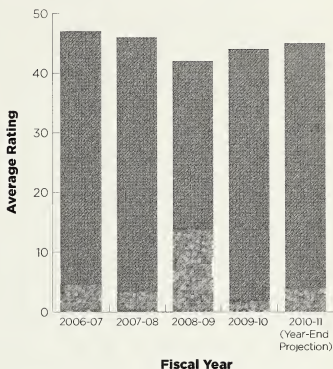
Performance Appraisals Scheduled and Completed



The number of appraisals scheduled and completed are projected to be maintained into Fiscal Year 2011-12.

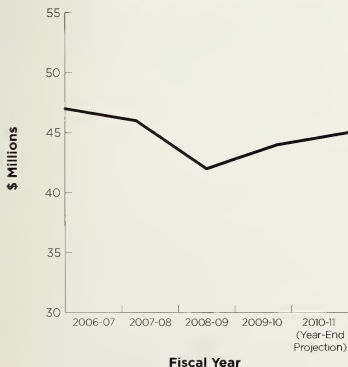
Average rating of DHR workshops by participants

(1-5 scale, where 1=fair and 5=excellent)



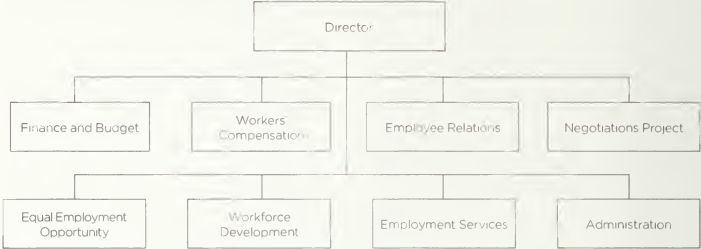
Participants tend to rate workshops 4 or 5. Any score from 4 to 5 is deemed to be high performance. Over a five-year period, on average participants have rated DHR workshops at 4.5.

Total Workers' Compensation Claims Costs



Annual claim costs decreased by 5 percent from the overall high in Fiscal Year 2006-07.

HUMAN RESOURCES



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	138.18	118.52	123.54	5.02	4%
Net Operating Positions	138.18	118.52	123.54	5.02	4%
SOURCES					
Expenditure Recovery	60,570,101	62,594,255	63,424,926	830,671	1%
Use of / (Deposit to) Fund Balance	(16,924)	0	0	0	N/A
General Fund Support	11,929,196	9,087,699	9,706,600	618,911	7%
Sources Total	72,482,373	71,681,954	73,131,526	1,449,582	2%
USES - OPERATING EXPENDITURES					
Salaries & Wages	11,994,463	9,928,132	10,540,056	611,924	6%
Fringe Benefits	4,119,965	4,080,857	4,309,258	228,401	6%
Professional & Contractual Services	52,461,480	53,551,725	54,283,005	731,280	1%
Materials & Supplies	139,138	168,481	139,895	(28,586)	(17%)
Services of Other Departments	3,767,327	3,952,759	3,859,312	(93,447)	(2%)
Uses - Operating Expenditures Total	72,482,373	71,681,954	73,131,526	1,449,572	2%
USES BY PROGRAM RECAP					
Administration	1,431,133	287,331	517,926	230,595	80%
Class And Compensation	0	543,479	682,682	139,203	26%
Employee Relations	5,060,077	3,639,518	4,540,952	901,434	25%
Equal Employment Opportunity	1,041,913	1,231,662	1,104,758	(126,904)	(10%)
Recruit/ Assess/ Client Services	8,107,964	7,609,764	7,099,389	(510,375)	(7%)
Workers Compensation	56,160,176	57,433,463	58,330,773	897,310	2%
Workforce Development	681,110	936,737	855,046	(81,691)	(9%)
Uses by Program Recap Total	72,482,373	71,681,954	73,131,526	1,449,572	2%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
CLASS AND COMPENSATION				
Maintain an efficient and effective Classification Plan				
Number of position classifications in the Civil Service Plan	1,107	1,075	1,040	1,020
Provide high quality compensation services				
Percent of wage rate calculations not requiring pay corrections	100%	100%	100%	100%
EMPLOYEE RELATIONS				
Facilitate stable and productive employee-employer relations				
Percent of grievances proceeding to arbitration in which the City prevails	50%	70%	55%	65%
EQUAL EMPLOYMENT OPPORTUNITY				
Provide City employees with a discrimination-free workplace				
Percentage of discrimination complaints investigated within 6 months of receipt	41%	70%	70%	70%
RECRUIT/ ASSESS/ CLIENT SERVICES				
Streamline the examination process to facilitate permanent appointment and maintain low level of provisional appointment				
Percentage of employees citywide that are provisional	1.30%	3.00%	2.30%	3.00%
Average time between examination announcement closing and list adoption, in months	2.2	2.5	2.0	2.0
WORKERS COMPENSATION				
Resolve employee Workers Compensation claims in a timely and effective manner				
Workers' Compensation claims closing ratio	103%	103%	100%	100%
Provide a safe and healthy work environment				
Claims per 100 FTEs (full time equivalents)	7.1	14.0	14.4	14.4
WORKFORCE DEVELOPMENT				
Provide high quality training to employees				
Average rating of DHR workshops by participants (1-5 scale)	4.6	4.4	4.4	4.4
Number of training hours delivered	25,677	20,000	20,000	20,000

HUMAN RIGHTS COMMISSION

To provide leadership and advocacy to secure, protect and promote human rights for all San Franciscans.

SERVICES

Appointed by the Mayor, the Human Rights Commission's (HRC) eleven-member Commission implements and enforces city ordinances that prohibit discrimination in city contracts, housing, employment and public accommodations. HRC addresses discrimination against protected classes including: race, color, creed, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, domestic partner status, marital status, disability, HIV status, and height and/or weight.

HRC's divisions perform the following services:

CONTRACT COMPLIANCE AND ECONOMIC EMPOWERMENT administers the Local Business Enterprise (LBE) and Non-Discrimination in Contracting Ordinance, which mandates that economically disadvantaged businesses located within the City are eligible for certification, bid/rating discounts and subcontracting opportunities when bidding on city contracts; monitors contracts, bid discounts and ratings as well as goals for the participation of LBEs as subcontractors; and administers the citywide Surety Bonding and Financial Assistance Program.

MEDIATION, TRAINING AND NONDISCRIMINATION IN EMPLOYMENT, HOUSING AND PUBLIC ACCOMMODATION

works to reduce discrimination and hate crimes by assisting in the assurance of fair housing and mediating and investigating complaints of discrimination; provides counseling on issues and investigates complaints of discrimination relating to fair housing, public accommodations and business establishment discrimination; makes referrals to other agencies and conducts research into fair housing issues.

THE LESBIAN GAY BISEXUAL TRANSGENDER AND HIV (LGBTH) UNIT, enforces the Equal Benefits Ordinance; investigates and mediates sexual orientation, gender identity, and HIV/AIDS discrimination complaints; provides training and information; and provides assistance to other government agencies in the development of sexual orientation, gender identity, and AIDS/HIV antidiscrimination policies.

THE POLICY UNIT provides leadership and advocacy to secure, promote and protect human rights for all the residents of San Francisco.

For more information, call (415) 252-2500 or 311; or visit www.sf-hrc.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	5,201,078	5,867,448	5,909,033	41,585	1%
Total FTE	39	34	34	0	0%

BUDGET ISSUES AND DETAILS

The Human Rights Commission (HRC) proposes a \$5.9 million budget in Fiscal Year 2011–12. This represents a one percent increase from the Fiscal Year 2010–11 budget. Although the Department was able to reduce non-personnel costs, the Department did see an increase in salary and benefits cost.

Over the past two years, the HRC has significantly reduced staffing levels to save on General Fund costs. In Fiscal Year 2011–12, the Department will reduce staff by one additional full-time equivalent position. However, the Department remains committed to serving the residents of San Francisco more efficiently, and is working hard to ensure the same excellent service with fewer staff.

COMMITMENT TO LOCAL BUSINESSES

The Department's Local Business Enterprise Compliance and Certification Unit enforces Administrative Code Chapter 14B in order to promote the participation of local businesses in city contracting. In Fiscal Year 2010–11, this unit worked with the Board of Supervisors to adopt legislation that increased the thresholds for low dollar value contracts (micro-set aside contracts). Additionally, this unit provided free educational workshops at its Bayview satellite office in order to attract new local business enterprises (LBE) and to provide practical bidding advice to current LBEs.

In Fiscal Year 2011–12, the Department will use software to enhance certification of new LBEs and track LBE participation on city contracts.

CONTINUED ENFORCEMENT OF THE EQUAL BENEFITS ORDINANCE

The Equal Benefits Compliance Unit enforces the Administrative Code Chapter 12B, which requires companies contracting with the City to offer the same benefits to employees with domestic partners and employees with spouses. In Fiscal Year 2010–11, this unit participated in the Citywide Contracting Process Improvement project to streamline equal benefits workflow process and improve the

backlog of file review, thereby reducing the length of time vendors must wait to be certified.

In Fiscal Year 2011–12, the Department will upgrade the equal benefits database, increase the number of vendors who comply with the Equal Benefits Ordinance and revise the Chapter 12B Declaration in order to improve vendor response.

ENSURING NON-DISCRIMINATION IN HOUSING, EMPLOYMENT AND PUBLIC ACCOMMODATION

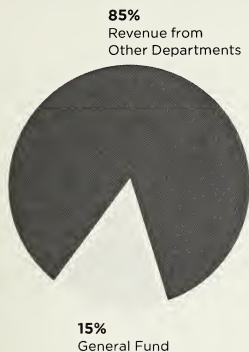
The Non-Discrimination Unit enforces many city ordinances that ensure no one is discriminated against based upon their race, national origin, sexual orientation, gender and other factors. In Fiscal Year 2010–11, this unit handled more than 2,100 matters regarding housing discrimination and 390 matters related to employment discrimination complaints. The Department will continue to use its resources to address all grievances it receives in a timely manner.

ENFORCING AND DEVELOPING CITYWIDE POLICIES ON HUMAN RIGHTS

The HRC's Policy Unit provides leadership and advocacy to protect the human rights of city's residents. This unit works on diverse issues such as the Sanctuary City policy, transgender health care, out-migration, youth training/ bullying, prior arrest and conviction discrimination, AMSENA/JTTF (Arabic, Middle Eastern, Muslim, Southeast Asian Coalition and the Joint Terrorism Task Force), and enhancing the Department's outreach efforts.

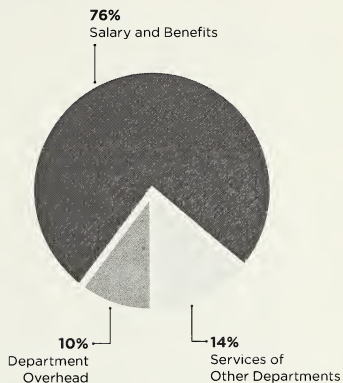
In Fiscal Year 2011–12, this division will launch a three-part educational series on child trafficking in the Bay Area and begin to gather and monitor data on trends of human trafficking in San Francisco. The Policy Unit will also co-chair each advisory committee to the HRC, and it will work closely with all divisions in HRC to develop, implement and enforce city ordinances.

Fiscal Year 2011-12 Department Sources



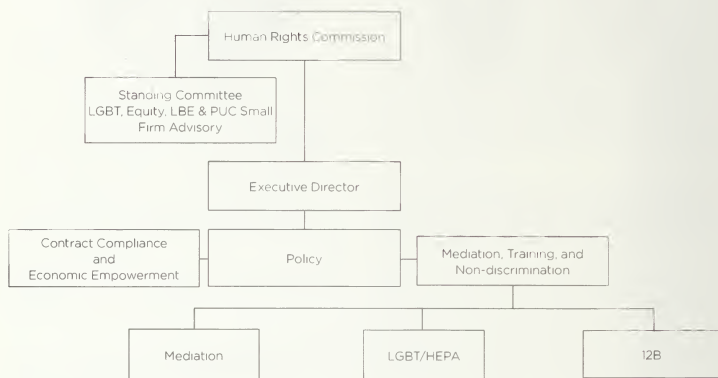
A majority of the Department's budget is funded by other departments for services performed.

Fiscal Year 2011-12 Department Uses



Salary and benefits make up over 75 percent of the Department's budget.

HUMAN RIGHTS COMMISSION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	41.81	36.58	35.52	(1.06)	(3%)
Non-operating Positions (cap/other)	(3.00)	(3.00)	(2.00)	1.00	(33%)
Net Operating Positions	38.81	33.58	33.52	(0.06)	0%
SOURCES					
Expenditure Recovery	4,331,847	5,464,445	5,048,552	(415,893)	(8%)
General Fund Support	869,231	403,003	860,481	457,478	N/A
Sources Total	5,201,078	5,867,448	5,909,033	41,585	1%
USES - OPERATING EXPENDITURES					
Salaries & Wages	3,057,407	3,080,626	3,092,283	11,657	0%
Fringe Benefits	1,149,402	1,316,820	1,402,981	86,161	7%
Overhead	86,986	264,307	49,896	(214,411)	(81%)
Professional & Contractual Services	403,166	459,552	536,920	77,368	17%
Materials & Supplies	13,895	19,533	18,399	(1,134)	(6%)
Services of Other Departments	490,222	726,610	808,554	81,944	11%
Uses - Operating Expenditures Total	5,201,078	5,867,448	5,909,033	41,585	1%
USES BY PROGRAM RECAP					
Human Rights Commission	5,201,078	5,867,448	5,909,033	41,585	1%
Uses by Program Recap Total	5,201,078	5,867,448	5,909,033	41,585	1%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
HUMAN RIGHTS COMMISSION				
Ensure fairness in employment, housing, public accommodations and investigate complaints of discrimination				
Number of actions taken on fair housing complaints	1,549	1,534	5,000	1,500
Number of actions taken on public accommodation complaints	568	592	500	450
Number of actions taken in processing employment complaints	597	392	1,000	250
Number of actions taken to investigate and resolve sexual orientation complaints	380	280	150	200
Number of actions taken to investigate and resolve gender identity complaints	310	224	125	150
Number of actions taken to investigate and resolve HIV status complaints	290	154	75	75
Number of discrimination complaints and inquiries processed	1,151	1,018	1,400	1,600
Increase participation of local businesses (including minority- and women-owned businesses) in City contracts				
Number of bids reviewed to ensure opportunities for certified small and micro local business enterprises, including minority and women-owned firms	21,300	25,000	22,000	21,500
Ensure the equal provision of benefits to spouses and domestic partners				
Number of actions taken on contractor submittals	6,745	7,200	6,300	7,000
Provide sensitivity trainings on various discrimination and diversity issues				
Number of sensitivity trainings on various discrimination and diversity issues	259	200	100	200

HUMAN SERVICES AGENCY

The Human Services Agency promotes well-being and self-sufficiency among individuals, families and communities in San Francisco.

SERVICES

THE DEPARTMENT OF AGING AND ADULT SERVICES

The Department of Aging and Adult Services (DAAS) is the Area Agency on aging for San Francisco County and reaches nearly 44,000 San Franciscans each year through the following programs:

OFFICE ON THE AGING provides services to the elderly and to adults with disabilities through contracts with local community organizations. Services include home delivered and congregate meals, case management, healthy aging, community services, the Aging and Disability Resource Connection, legal services, elder abuse prevention, and other services.

THE COMMUNITY LIVING FUND (CLF) provides for home and community-based services that help individuals who are or are at risk of being institutionalized to return to community living or continue living independently in their homes. Using a two-pronged approach of coordinated case management and purchased services, this program provides needed resources not available through any other mechanism to vulnerable older adults and younger adults with disabilities.

DAAS/DEPARTMENT OF PUBLIC HEALTH DIVERSION AND COMMUNITY INTEGRATION

PROGRAM (DCIP) provides an integrated approach for individuals who are diverted or discharged from Laguna Honda Hospital and operates with the goal of placing affected individuals in the setting that is most appropriate to their needs and preferences. The DCIP focuses on housing and services that allow clients to remain in the community as long as possible. As a critical part of the DCIP Team, the CLF case management staff provides advocacy, linkages and coordination of community-based services.

IN-HOME SUPPORTIVE SERVICES (IHSS) provides care to low-income elderly, disabled and blind residents, thereby allowing them to live safely in their own homes.

ADULT PROTECTIVE SERVICES investigates reports of abuse against elders and dependent adults and provides assistance for those individuals who are victims of physical abuse, neglect, financial and/or emotional abuse.

OFFICES OF THE PUBLIC ADMINISTRATOR, PUBLIC CONSERVATOR AND PUBLIC GUARDIAN administer the estates of deceased residents when no family members are able or willing to act, provide mental health conservatorship services for residents who are gravely disabled due to mental illness, and manage probate conservatorship services for seniors and adults with disabilities who are substantially unable to provide for themselves.

OTHER ADULT SERVICES offered by DAAS include assisting veterans to receive benefits they are eligible for, connecting adults and their caregivers to services and resources, and providing representative payee money management services for individuals who cannot manage their own funds.

THE DEPARTMENT OF HUMAN SERVICES

The Department of Human Services (DHS) reaches nearly 146,000 San Franciscans each year through the following programs:

CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO CHILDREN (CALWORKS) AND WELFARE-TO-WORK SERVICES provide financial assistance and supportive services such as job readiness assistance, behavioral health treatment, transportation and services designed to help parents of low-income families secure and retain employment and become self-sufficient.

CHILD CARE PROGRAMS link low-income families to subsidized child care slots and provide funding for numerous initiatives including facilities and workforce investments to help ensure that children have access to high quality early childhood education.

COUNTY ADULT ASSISTANCE PROGRAMS (CAAP)

provide financial aid and supportive services such as job training, shelter, Supplemental Security Income (SSI) Advocacy, permanent housing, Homeward Bound and other services to eligible low-income San Francisco adult residents in order to help clients secure and retain employment and become self-sufficient.

HOUSING AND HOMELESS SERVICES provide support including early intervention and prevention; emergency shelters; transitional housing; permanent supportive housing; and other services to assist homeless individuals and families achieve the highest possible level of self-sufficiency. The Care Not Cash program aims to improve the health and welfare of homeless CAAP clients by offering housing and services as part of their benefit package.

FAMILY AND CHILDREN'S SERVICES protects children from abuse and neglect, supports the wellbeing of children and families and finds permanency for children through reunification, legal guardianship, or adoptions. This Division operates the child abuse hotline, conducts investigations and case planning, and provides case management for families and for children living at home and in foster care.

FOOD STAMPS help adults and families improve their health by providing access to a nutritious diet.

MEDI-CAL HEALTH CONNECTIONS provides seniors, people with disabilities, families, pregnant women, children and young adults with access to free and low-cost health coverage through the Medi-Cal, Healthy Families and Healthy Kids programs.

For more information, call (415) 355-3555 (DAAS) or (415) 557-5000 (DHS); or visit www.sfhsa.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	674,483,267	669,474,811	690,359,189	20,884,378	3%
Total FTE	1,662	1,685	1,688	3	0%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011-12, the Human Services Agency (HSA) will implement an operating budget of \$690.4 million, including \$232 million in General Fund Support (GFS). This is a \$20.9 million (three percent) increase overall and a \$23.1 million (11 percent) increase to the General Fund over Fiscal Year 2010-11 due to the combined effects of growing costs and decreasing revenues. Particularly, revenues decreased as a result of the June 2011 sunset of temporary federal stimulus revenue for employment services and reductions in State and local revenue for Medi-Cal, Family & Children's Services and other programs. Also, HSA is facing increasing costs in benefits to existing employees and programs such as Foster Care, Adoptions and other mandatory increases in aid to clients. With continued weakness in the local economy, particularly with regards to jobs and new hiring, HSA continues to see increasing levels of need among San Francisco's most vulnerable residents.

budget-related town hall meetings across the city and personally met with hundreds of residents, members of community-based organizations and non-profits providing services across San Francisco. In addition, the Mayor and the Department engaged in smaller, more in-depth "working sessions" around Health and Human Services budget proposals with leaders from community and non-profit groups. From this small-group collaboration, the Mayor and the Department gained valuable feedback and alternative ideas from community leadership on the budget proposals of the Department of Public Health, the Human Services Agency and the Department of Children, Youth and Their Families. The Mayor's Proposed Budget reflects feedback and ideas from those working sessions by preserving funding in homeless and drop-in shelters, permanent supportive housing and support for the elderly and other vulnerable populations including programs for nutrition, case management and legal services.

A NEW APPROACH TO COLLABORATION

This year, Mayor and HSA engaged in a new level of community engagement around budget options and concerns. Starting in March 2010, Mayor Lee and members of the Board of Supervisors co-hosted 10

DAAS BUDGET INITIATIVES

Office on Aging –The Office on Aging (OOA) contracts with 49 community-based service organizations that run 31 programs serving seniors and adults with disabilities. For Fiscal Year 2011-12, the OOA successfully sought out new funding for its clients through collaboration with

other departments and agencies. For example, \$7.9 million in new federal stimulus-funded Broadband Technology Opportunities Program (BTOP) will increase broadband internet access for the City's economically and socially vulnerable populations in an effort to reduce isolation among seniors and low income individuals. With Kaiser, UCSF, and the Alzheimer's Association, the OOA also obtained an Administration on Aging grant for Alzheimer's patients and their families. Further, OOA has increased access to resources by adding the on-line version of an evidence-based health promotion program called "Better Choices, Better Health" to help consumers improve their management of on-going health conditions.

Representative Payee – In Fiscal Year 2011-12 the Representative Payee program will begin to collect \$37 per month fees for services, as authorized by the Social Security Administration. Fees will not be imposed on veterans or those who maintained less than \$500; of the 1,400 clients served in Representative Payee, only approximately 900 who have \$500 or more in their accounts and would be charged for services. The Mayor's Proposed Budget includes \$380,000 in revenues from this fee, which was used to offset reductions to DAAS' budget in other key program areas.

County Veteran's Services Office (CVSO) – The CVSO caseload has grown to 3,048 in Fiscal Year 2010-11, a 20 percent increase over the prior year. The CVSO continues to expand its outreach services and currently provides support to hospitals, clinics, Project Homeless Connect, the Social Security Administration, and veteran specific agencies and programs. Additionally, the CVSO is collaborating with the San Bruno Sheriff's Department in the San Bruno County jail-based Community of Veterans Engaged in Restoration (COVER) program.

IHSS Initiatives – DAAS is continuing to support growing IHSS caseloads, implement fraud investigations, and continue to meet new State provider enrollment requirements. The caseload projections for Fiscal Year 2011-12 in IHSS include a very slight increase in Independent Provider hours and the Contract Mode hours are projected to decrease slightly. The DHS budget realizes \$1.5 million in savings by assuming implementation by the State of medical waivers for IHSS clients. The budget also includes \$0.5 million in savings by increasing Public Authority health care premium co-pays from \$3 to \$10 per month.

DHS BUDGET INITIATIVES

Economic Support Programs – In 2009 and 2010, federal stimulus funding allowed DHS to create Jobs Now, a bold new program for low-income San Francisco families. Jobs Now was both an expansion of existing subsidized employment opportunities for CalWORKs clients and

a new initiative providing subsidized employment for families earning less than 200 percent of the federal poverty level. In the 18 months that the program's funding was available DHS was able to make almost 4,100 job placements, supporting over 800 small businesses and bringing more than \$65 million in federal revenue to San Francisco. While the federal funds that supported Jobs Now are no longer available, DHS's Welfare-to-Work Services and CalWORKs programs have moved forward with new programs based on some of the lessons learned. The second iteration of Jobs NOW has to date placed over 500 CalWORKs and PAES participants in subsidized jobs, primarily in the public and non-profit sector. DHS has recently increased the hiring subsidy offered to small businesses from \$2,500 to \$5,000 to encourage greater private sector participation. In Fiscal Year 2011-12, DHS plans to place 1,225 participants in work opportunities.

CalFresh (formerly Food Stamps) – In the past ten years the City's caseload for Food Stamps has risen by 163 percent, but staffing has not grown correspondingly. The Proposed Budget includes 17 new revenue-supported positions to address ever-increasing caseloads. Adequately supporting the CalFresh program reflects the Mayor's mission to ensure the safety of the city's residents.

Housing & Homeless Programs – The San Francisco Shelter Plus Care Program is the largest Shelter Plus Care program in Northern California and is one of the largest rental subsidy programs in San Francisco with 677 rental units in 33 locations. To date, DHS has maintained and operated the programmatic component and contracted with the San Francisco Housing Authority (SFHA) to fulfill administrative duties. The department proposes to transfer all administrative duties from SFHA to DHS to maintain direct control of all aspects of Shelter Plus Care administration, which will result in improved service delivery and increased effectiveness, efficiency, oversight, and accountability.

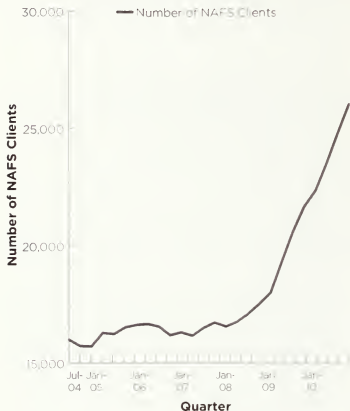
Child Care – Major changes in the Fiscal Year 2011-12 Child Care budget include a net \$1.9M increase in state-funded child care subsidies. However, DHS anticipates that this increase will be more than offset by pending state reductions that will reduce child care rates and eligibility for CalWORKs clients. Additionally, funds are being redirected from Wages Plus to continue other child care workforce initiatives such as Jobs Now LIFT and the development of a child care workforce registry.

Foster Care – The Family & Children's Services (FCS) program has begun to implement the landmark legislation AB 12, the California Fostering Connections to Success Act. AB 12 allows California to take advantage of recent federal legislation to increase permanent connections for youth by converting California's kinship guardian assistance

program into a federally-subsidized program and providing foster care and other assistance to eligible youth after their 18th birthday, gradually extending it to their 21st birthday. FCS is also continuing to focus on evaluation and outcomes for child welfare clients in several areas,

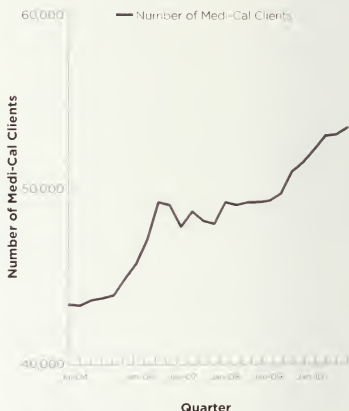
including Family Resource Center services in partnership with First 5 San Francisco and the Department of Children Youth and their Families, mental health interventions with the Department of Public Health, Home Visiting services, and federal and state-mandated measures.

Non-Assistance Food Stamps Caseload Growth



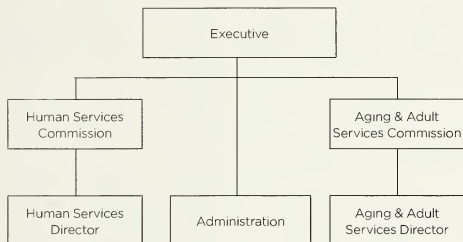
The Non-Assistance Food Stamps caseload has grown by 63 percent since July 2004. In Fiscal Year 2011-12, two new units of staff will be added to the Budget to help address this growing work load.

Medi-Cal Caseload Growth



The Medi-Cal caseload has grown by 23 percent since July 2004.

HUMAN SERVICES AGENCY



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	1,672.77	1,701.09	1,701.80	0.71	0%
Non-operating Positions (cap/other)	(11.00)	(16.00)	(14.00)	2.00	(12%)
Net Operating Positions	1,661.77	1,685.09	1,687.80	2.71	0%
SOURCES					
Use of Money or Property	709,179	644,500	449,928	(194,572)	(30%)
Intergovernmental Revenue - Federal	249,537,419	243,619,713	229,901,990	(13,717,723)	(6%)
Intergovernmental Revenue - State	209,361,302	190,140,806	201,049,093	10,908,287	6%
Intergovernmental Revenue - Other	0	0	100,000	100,000	N/A
Charges for Services	3,620,504	2,815,714	1,975,158	(840,556)	(30%)
Other Revenues	694,440	649,796	839,796	190,000	29%
Transfers In	20,975,772	16,102,798	16,121,824	19,026	0%
Expenditure Recovery	27,491,622	22,679,943	23,972,792	1,292,849	6%
Transfer Adjustments-Sources	(20,975,772)	(16,102,798)	(16,121,824)	(19,026)	0%
Use of / (Deposit to) Fund Balance	3,047,347	0	43,755	43,755	N/A
General Fund Support	180,021,454	208,924,339	232,026,677	23,102,338	11%
Sources Total	674,483,267	669,474,811	690,359,189	20,884,378	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	132,181,219	124,216,318	129,968,029	5,751,711	5%
Fringe Benefits	57,734,199	62,693,808	65,161,328	2,467,520	4%
Professional & Contractual Services	43,015,986	22,045,205	23,857,363	1,812,158	8%
Aid Assistance / Grants	396,994,789	411,062,170	423,245,812	12,183,642	3%
Materials & Supplies	2,569,935	2,654,964	2,489,843	(165,121)	(6%)
Equipment	0	295,782	77,504	(218,278)	(74%)
Services of Other Departments	41,732,940	46,001,564	45,288,312	(713,252)	(2%)
Transfers Out	20,985,417	16,102,798	16,121,824	19,026	0%
Transfer Adjustments-Uses	(20,975,772)	(16,102,798)	(16,121,824)	(19,026)	0%
Uses - Operating Expenditures Total	674,238,713	668,969,811	690,088,191	21,118,380	3%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	214,287	355,000	271,000	(84,000)	(24%)
Capital Renewal	0	150,000	0	(150,000)	(100%)
Capital Projects	30,267	0	0	0	N/A
Uses - Project Expenditures Total	244,554	505,000	271,000	(234,000)	(46%)
USES BY PROGRAM RECAP					
Administrative Support	79,912,967	83,108,975	86,926,441	3,817,466	5%
Adult Protective Services	5,297,169	5,695,042	5,464,535	(230,507)	(4%)
Calworks	52,674,296	52,637,041	51,805,156	(831,885)	(2%)
Children's Baseline	20,827,344	24,314,080	24,773,290	459,210	2%
County Adult Assistance Program	51,789,790	53,818,898	53,619,832	(199,066)	0%
County Veterans Services	304,775	386,374	401,264	14,890	4%
Diversion And Community Integration Prog	5,156,022	3,595,877	3,580,123	(15,754)	0%
Dss Childcare	29,984,238	27,761,853	30,384,415	2,622,562	9%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Family And Children's Service	111,531,630	116,947,769	129,884,137	12,936,368	11%
Food Stamps	12,750,336	17,525,867	20,437,449	2,911,582	17%
Homeless Services	80,974,175	78,623,920	80,012,268	1,388,348	2%
In Home Supportive Services	122,903,698	128,968,528	126,376,315	(2,592,213)	(2%)
Integrated Intake	786,975	897,677	1,088,506	190,829	21%
Medi-Cal	22,682,920	23,639,129	24,373,965	734,836	3%
Office On Aging	18,793,974	23,720,434	22,450,122	(1,270,312)	(5%)
Public Administrator	1,371,637	1,327,382	1,433,741	106,359	8%
Public Conservator	1,887,642	1,388,344	1,418,008	29,664	2%
Public Ed Fund - Prop H (March 2004)	269,507	0	0	0	N/A
Public Guardian	2,209,000	2,471,877	2,566,765	94,888	4%
Representative Payee	519,725	513,987	533,909	19,922	4%
Welfare To Work	51,855,447	22,131,757	22,828,950	697,193	3%
Uses by Program Recap Total	674,483,267	669,474,811	690,359,191	20,884,380	3%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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ADULT SERVICES

Assist individuals and families to achieve their greatest potential within the context of family, community and/or society

Total number of In Home Support Services (IHSS) clients	21,266	21,720	21,436	21,775
Number of unduplicated clients served by the Community Living Fund program	621	600	490	500
Percentage of formerly institutionalized Community Living Fund clients who have successfully continued community living for a period of at least six months	80%	75%	80%	80%

Promote the health and well being of San Franciscans

Number of meals served at centers (OOA)	727,491	750,453	755,943	750,450
Number of meals delivered to homes (OOA)	1,094,066	987,861	1,084,471	987,860

Assist individuals and families to achieve their greatest potential within the context of family, community and/or society

Number of referrals and requests for information about Aging and Adult Services	22,964	22,000	22,400	22,400
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Maximize personal and agency resources

Number of unduplicated veterans that received assistance	2,544	3,000	3,048	3,000
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Protect and shield against abuse and neglect

Public Guardian: Percentage of mandated visits made per quarter	97%	100%	98%	100%
Total number of conservatees receiving services through the Public Guardian Office	323	330	330	330

Protect and shield against abuse and neglect

Number of individuals served by the Public Conservator's Office	1,000	1,100	730	750
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Protect and shield against abuse and neglect

Percentage of APS referrals resulting in consumer acceptance of service	88.7%	90.0%	90.0%	90.0%
Percentage of referred APS cases with reduced risk at time of case closure	68%	75%	85%	75%

COUNTY ADULT ASSISTANCE PROGRAM

Facilitate economic self-sufficiency

Number of CAAP clients exiting cash aid due to receipt of SSI benefits	1,319	1,100	1,200	1,100
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Promote the health and well being of San Franciscans

The number of CAAP recipients who are homeless	394	420	400	420
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FAMILY AND CHILDREN'S SERVICE

Protect and shield against abuse and neglect

Number of first time entries into foster care	283	350	303	300
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Assist individuals and families to achieve their greatest potential within the context of family, community and/or society

Percent of children who were reunified from child welfare supervised foster care during the most recent 12 month study period and had been in care less than 12 months	73%	75%	71%	75%
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FOOD STAMPS

Promote the health and well being of San Franciscans

Current active food stamp caseload	22,777	26,000	27,000	30,000
Number of new food stamp cases opened as a result of targeted outreach events	2,671	1,100	700	1,000

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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HOMELESS SERVICES

Promote the health and well being of San Franciscans

Number of households that secured and/or maintained housing due to a one-time grant	2,220	2,500	2,350	2,500
Number of CAAP clients leaving homelessness due to obtaining housing through Care Not Cash	216	360	376	360
Percent of formerly homeless clients (single adults) still in supportive housing or other appropriate placements after one year	93%	90%	93%	90%
Cumulative number of supportive housing (including Care Not Cash housing) units managed through HSA	3,534	3,550	3,550	3,595

Assist individuals and families to achieve their greatest potential within the context of family, community and/or society

Number of families receiving a rental subsidy	214	200	225	200
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WORKFORCE DEVELOPMENT

Facilitate economic self-sufficiency

WDD: Rate of completion of participants enrolled in job readiness programs	61%	65%	70%	65%
WDD: Job placement rate at or above 125% of the San Francisco minimum wage for aided individuals	16%	45%	50%	45%

JUVENILE PROBATION

To serve the needs of youth and families who are brought to our attention with care and compassion; to identify and respond to the individual risks and needs presented by each youth; to engage fiscally sound and culturally competent strategies that promote the best interests of the youth; to provide victims with opportunities for restoration; to identify and utilize the least restrictive interventions and placements that do not compromise public safety; and to hold youth accountable for their actions while providing them with opportunities and assisting them in the development of new skills and competencies.

SERVICES

The Juvenile Probation Department (JPD) is administered by the Juvenile Probation Commission, a body of seven members appointed by the Mayor, serving staggered four-year terms. Under the leadership of the Chief Probation Officer, JPD locates, develops, and administers programs for the assessment, education, treatment, rehabilitation and effective supervision of youth under the jurisdiction of the Department. JPD provides the following services:

RESIDENTIAL PROGRAMS JPD operates two facilities, the Juvenile Justice Center where the county juvenile detention facility is located (Juvenile Hall) and the Log Cabin Ranch School, a residential program for adjudicated youth located in La Honda, California.

PROBATION SERVICES JPD serves the community by investigating referrals of youth who are alleged to be

beyond parental control or to have committed a crime. JPD also provides supervision services for youth who are wards of the court, or who have been deemed in need of such services by the San Francisco Superior Court.

COMMUNITY PROGRAMS JPD partners with the Department of Children, Youth and their Families (DCYF) and the Department of Public Health (DPH) to fund violence prevention services provided by community-based organizations. DCYF manages the community-based organization services on behalf of the City departments with direction from the Joint Funders, a steering committee composed of principal stakeholders from all three departments.

For more information call (415) 753-7800 or 311; or visit www.sfgov.org/juvprobation

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	32,766,348	33,017,824	33,842,940	825,116	2%
Total FTE	244	238	236	(2)	(1%)

BUDGET ISSUES AND DETAILS

The Fiscal Year 2011–12 proposed budget for the Juvenile Probation Department is \$33.8 million which is a two percent increase over the prior year budget of \$33.0 million. The increase is the result of the higher cost of salaries and benefits.

Continuing the Collaborative Approach to Community-Based Programming

JPD, DCYF and DPH will continue to fund community-based service providers to offer a range of violence prevention programs to San Francisco youth and their families. Strategies aimed at case management, detention alternatives, gender-specific programming, and after-care services continue to be a priority for the Department and the City, as reflected in the Local Action Plan adopted by the Juvenile Justice Coordinating Council. This prioritization will remain, despite the potential for continued reductions to violence prevention funding from the state.

Log Cabin Ranch

In Fiscal Year 2009–10, JPD initiated the first phase of a new program model at Log Cabin Ranch (LCR). The Missouri Model shifts the focus from rule-based compliance to one of self-reflection and group process for residents. This model has been replicated across the country and has demonstrated success at reducing recidivism for participants by up to 25 percent. With the new model, JPD has created a series of new program options centered around strengthened therapeutic programming, vocational training, and transition planning and aftercare. Fiscal Year 2011–12 will mark the third year since implementation at LCR. JPD expects to continue its programming for two cohorts of youth, and to prepare for a third cohort at the end of the year if funding is available.

Other Funding Opportunities

JPD's Juvenile Collaborative Reentry Team (JCRT) was awarded the Federal Second Chance Act Grant for a three-year pilot project aimed at improving outcomes for youth returning from out-of-home placement. A partnership with the San Francisco Superior Court, the Public Defender's Office and the Center on Juvenile and Criminal Justice, the JCRT provides coordinated and comprehensive reentry case planning and aftercare services for high need youths in out-of-home placement. The coming year marks the third and final phase of this pilot program.

New State Funding to Reduce Disproportionate Minority Presence in the Juvenile Justice System

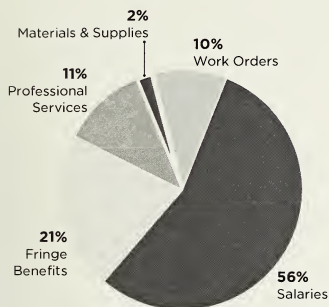
In December 2009, JPD was one of six counties in the State that received a grant award to identify ways to reduce the racial and ethnic disparities in the juvenile justice system. In partnership with the San Francisco Police Department, JPD is implementing a Probation Response Unit that will focus services on youth and neighborhoods that contribute to the over-representation of youth of color in the juvenile justice system. In addition to dedicated front line staff from both JPD and the Police Department, an advisory body comprised of outside agency partners, parents and other stakeholders will provide guidance and support. The goals of the project are the identification of internal procedures that contribute to racial disparities and a system-wide consensus on change strategies to address these problems.

In 2011, JPD was awarded the Probation and Court-Based Alternatives Grant. The purpose of the grant is to support the implementation of system reform throughout the juvenile justice delinquency continuum. The grant was awarded to San Francisco for its new Saturday Community-Based Probation Support Program, which establishes a Saturday program for youth who violate the terms of their probation as an alternative to detention. JPD will partner with community providers to offer programming for youth and their parents so they may better understand and navigate the juvenile justice system. The program also has a community service component, where participating youth interact with the community in a way that fosters community identification, connections and responsibility.

Organizational and Staff Development

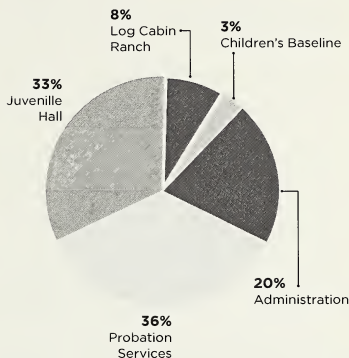
JPD will continue its efforts towards leadership development and training, strengthened community partnerships, and the introduction and implementation of evidence-based practices. In the coming year, JPD will offer extended technical assistance and training for its community partners, provide leadership training for staff, and work to strengthen its operations. In addition, JPD will conduct a comprehensive policy audit of all of its policies and procedures to ensure consistency with state and federal law and national best practices. JPD will also conduct a comprehensive cost benefit analysis comparing various dispositional options for youth.

2011-2012 Budget by Use Category



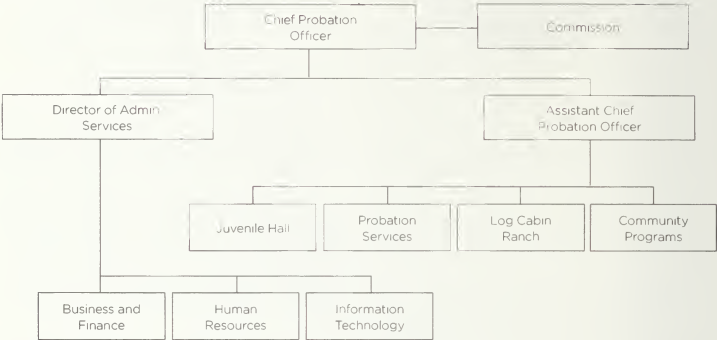
77 percent of Juvenile Probation's Budget is spent on Salaries and Benefits.

2011-2012 Budget by Program



80 percent of Juvenile Probation's Budget represent direct interactions with and services for San Francisco youth.

JUVENILE PROBATION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	244.78	239.87	238.49	(1.38)	(1%)
Non-operating Positions (cap/other)	(1.00)	(1.50)	(2.00)	(0.50)	33%
Net Operating Positions	243.78	238.37	236.49	(1.88)	(1%)
SOURCES					
Intergovernmental Revenue - Federal	2,242,496	1,609,628	1,609,628	0	0
Intergovernmental Revenue - State	4,190,605	4,194,898	3,558,513	(636,385)	(15%)
Charges for Services	60,056	39,000	39,000	0	0
Other Revenues	235,795	0	0	0	N/A
Expenditure Recovery	0	0	100,000	100,000	N/A
Use of / (Deposit to) Fund Balance	58,280	156,283	0	(156,283)	(100%)
General Fund Support	25,979,116	27,018,015	28,535,800	1,517,785	6%
Sources Total	32,766,348	33,017,824	33,842,941	825,117	2%
USES - OPERATING EXPENDITURES					
Salaries & Wages	18,913,129	18,153,252	18,416,577	263,325	1%
Fringe Benefits	7,127,172	6,793,768	7,031,894	238,126	4%
Overhead	0	0	10,000	10,000	N/A
Professional & Contractual Services	1,224,799	3,464,425	3,762,156	297,731	9%
Aid Assistance / Grants	62,964	262,642	236,000	(26,642)	(10%)
Materials & Supplies	882,546	725,101	734,101	9,000	1%
Equipment	0	0	8,541	8,541	N/A
Services of Other Departments	4,150,593	3,288,636	3,313,671	25,035	1%
Uses - Operating Expenditures Total	32,361,203	32,687,824	33,512,940	825,116	3%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	391,213	330,000	330,000	0	0
Capital Projects	13,932	0	0	0	N/A
Uses - Project Expenditures Total	405,145	330,000	330,000	0	—
USES BY PROGRAM RECAP					
Administration	7,019,818	5,800,464	6,374,667	574,203	10%
Children's Baseline	1,282,236	1,042,396	1,003,229	(39,167)	(4%)
Juvenile Hall	11,574,443	11,053,734	11,107,895	54,161	0%
Juvenile Hall Replacement Debt Payment	0	2,629,868	2,628,118	(1,750)	0%
Log Cabin Ranch	2,390,090	2,547,183	2,576,615	29,432	1%
Probation Services	10,499,761	9,944,179	10,152,416	208,237	2%
Uses by Program Recap Total	32,766,348	33,017,824	33,842,940	825,116	2%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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LOG CABIN RANCH

Improve results for residents placed at Log Cabin Ranch

Percentage of Log Cabin Ranch graduates enrolled in vocational or educational programs within 30 days of release	100%	75%	75%	75%
Percentage of Log Cabin Ranch graduates who do not incur sustained charges for new law violations within the first year of graduation	89%	75%	80%	75%

Improve the quality of customer service to youth and their families

Percentage of grievances processed within three business days after grievance is filed	100%	99%	100%	99%
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PROBATION SERVICES

Utilize probation services and community resources to assist youth in successfully navigating probation.

Percentage of Early Morning Studies Academy (EMSA) youth who complete GED	47%	70%	70%	70%
Percentage of probationer applicants through the New Directions Employment Program who get jobs compared with those who have applied	93%	80%	75%	80%

Reduce repeat offenders

Percentage of youth who incur a sustained finding for a new law violation while on probation	4%	5%	5%	5%
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LAW LIBRARY

To provide access to legal information materials to the public, elected officials, members of the judiciary and the bar.

SERVICES

The Law Library's programs and services provide the people of San Francisco free access to legal information and specialized reference assistance in the use of those materials so that they may preserve their rights and conduct their legal affairs. To meet the needs of its community, the Law Library must:

MAINTAIN A COMPREHENSIVE LEGAL COLLECTION which includes:

- State, local and federal laws, ordinances, regulations, and cases;
- Court and legal forms;
- Legal treatises, periodicals, texts, and encyclopedias;
- Practice manuals, legal finding aids and reference tools;
- Legal materials and guides to meet the needs of both the public and legal professionals;
- Legal resources and databases in electronic, Internet and print formats; and
- Comprehensive archives of precedential cases, laws, regulations and other essential materials.

PROVIDE PROFESSIONAL SERVICES to help patrons navigate the law and find the information they need, including:

- Legal research assistance;
- Instruction in the use of complex legal databases;
- Orientation in how to find and use legal resources;
- Library-created reference guides, how-to instructions,

and other aids;

- Seminars and legal educational programs;
- Guidance and instruction in the use of computers, Law Library web page, legal and Internet links;
- One on-one legal information services in person, by phone, email, on the Library's web page which has extensive links to legal resources, and by live on-line interactive internet question and answer sessions; and
- Continuously refining, enhancing and developing new services to meet emerging technologies.

ENSURE THE CURRENCY AND ACCURACY OF THE LEGAL COLLECTION by:

- Continually adding updates to codes and regulations, new case law reports and current practice materials in print and electronic formats;
- Processing, cataloging and updating incoming materials daily to ensure their availability in the Law Library's database system;
- Adding, maintaining, and regularly updating modules to the specialized library software systems;
- Enhancing and adding databases as essential new legal products develop;
- Monitoring the range of legal information materials both in print and in electronic formats to determine what will best serve Library patrons; and
- Periodically replacing public computers and legal reference software.

For more information, call (415) 554-6821 or 311; or visit www.sflawlibrary.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	563,164	730,921	751,048	20,127	3%
Total FTE	3	3	3	0	0%

BUDGET ISSUES AND DETAILS

The Law Library proposes a \$751,048 budget for Fiscal Year 2011–12. This represents a three percent increase from the Fiscal Year 2010–11 budget, primarily attributable to increased rent and employee benefits costs.

The Law Library operates at three locations including the main Law Library in the Civic Center, a downtown branch library and a courthouse branch. The City and County of San Francisco funds rent for the main Law Library, utilities and three management positions; however, the majority of the Library operating expenses are funded by a portion of Civil Court filing fees. Operating expenses include all legal publications, electronic database licenses, staff salaries, benefits, taxes, insurance, rent for the downtown branch, and other expenses. Periodic filing fee rate increases are necessary to fund operations but there have been no rate increases since declining revenues in 2007 and none are anticipated for the next several years.

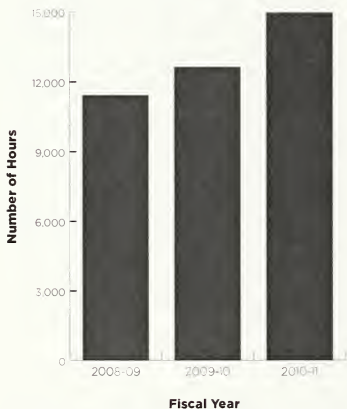
Despite increased fees, filing fee revenues have declined the past several years, placing an increased burden on the Law Library, which nonetheless must deal with the high rate of legal publication inflation and increases in

database licenses. Filing fee revenue for Fiscal Year 2011–12 is projected to decline by more than 17 percent from the current fiscal year and by 25 percent from Fiscal Year 2009–10. This decline has led to reductions in staffing, cancellation of legal materials subscriptions, cutbacks in new acquisitions, and other efficiencies.

NEW FACILITIES

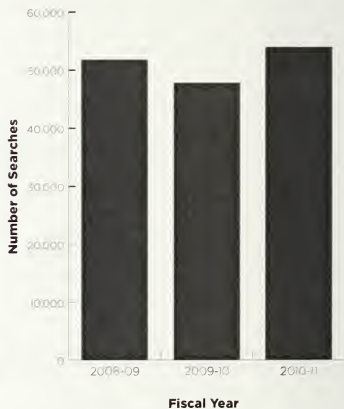
The Law Library must move into permanent, new quarters that can accommodate the Library's full collection and services to meet patron needs by December 2012 because its current location at the War Memorial Building will close. The Charter requires the City to provide necessary quarters and furnishings for the Law Library, and the city continues to explore suitable space for Library operations. During the next 18 months the City and Law Library must address logistical, budget and technical goals to locate, outfit and move the Library to a building that will enable it to provide the full range of comprehensive legal information and services San Franciscans need to conduct their legal affairs.

Patron Computer Research

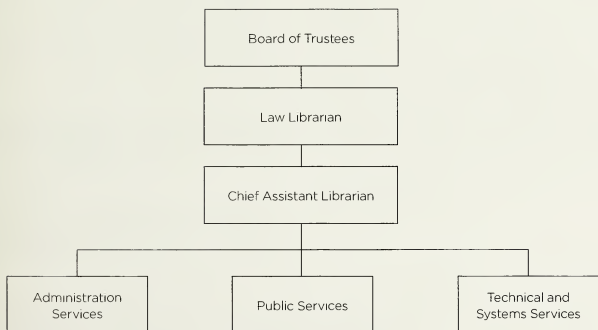


The number of hours patrons are using the computer to conduct legal research has steadily increased over the last several years.

Online Catalog Searches



Although there was a dip in patron online catalog searches in Fiscal Year 2009–10, in Fiscal Year 2010–11, the number of searches has risen.



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	3.00	2.99	3.00	0.01	0%
Net Operating Positions	3.00	2.99	3.00	0.01	0%
SOURCES					
General Fund Support	563,164	730,921	751,048	20,127	3%
Sources Total	563,164	730,921	751,048	20,127	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	244,922	347,896	347,895	(1)	0%
Fringe Benefits	87,849	133,822	150,339	16,517	12%
Professional & Contractual Services	15,627	17,275	17,275	0	0
Materials & Supplies	434	443	443	0	0
Services of Other Departments	214,332	231,485	235,096	3,611	2%
Uses - Operating Expenditures Total	563,164	730,921	751,048	20,127	3%
USES BY PROGRAM RECAP					
Law Library	563,164	730,921	751,048	20,127	3%
Uses by Program Recap Total	563,164	730,921	751,048	20,127	3%

To represent the people of the City and County of San Francisco and ensure that San Francisco is a place where all residents can live full lives in a safe, prosperous and humane environment.

SERVICES

THE MAYOR'S OFFICE has executive leadership and citywide governance responsibilities, including budget development and establishing public policy direction and implementation. Divisions within the Mayor's Office also provide a range of services to the public, including neighborhood relations and housing development and finance.

THE MAYOR'S OFFICE OF NEIGHBORHOOD SERVICES works to ensure that the needs of constituents are addressed quickly and effectively, and fosters communication among residents, neighborhood groups and city departments.

THE MAYOR'S OFFICE OF HOUSING coordinates the City's efforts to maximize housing opportunities for low-income households and individuals and administers

a variety of housing finance programs. Its Community Development Division strengthens the social, economic and physical infrastructure of the City's low-income neighborhoods and communities in need.

THE MAYOR'S OFFICE OF PUBLIC POLICY AND FINANCE develops and oversees administration and implementation of the Mayor's policy initiatives; develops the City's annual budget and provides fiscal oversight to city departments; and advocates in the City's interest at the local, regional, state and federal levels of government.

For more information, call (415) 554-6141 or 311; or visit www.sfmayor.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	28,107,026	14,067,334	14,397,291	329,957	2%
Total FTE	49	42	38	(4)	(10%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011-12 the Mayor's Office will have a \$14.4 million operating budget, including \$4.7 million in General Fund support. This is a \$0.3 million (two percent) increase overall and a \$0.1 million decrease in General Fund support compared to Fiscal Year 2010-11. The Mayor's Office budget continues to support core programs and initiatives that serve San Francisco. In Fiscal Year 2011-2012, the Mayor's Office will focus its resources on implementing the Mayor's vision and priorities for the City, advocating for funding and policy changes at the State and Federal levels, and implementing long-term reforms for city government.

STATE AND FEDERAL ADVOCACY

In Fiscal Year 2011-12, the Mayor's Office will continue to advocate for the City's interests as the State contemplates significant policy changes to address its budget shortfall, including the realignment of public safety functions and the elimination or reform of redevelopment agencies. Another important priority for the City is the implementation of High Speed Rail and its northern terminus at Transbay Transit Center. In addition, the Mayor's Office will seek to take advantage of Federal funding opportunities for capital projects and will work with the Department of Public Health to begin implementing changes to comply with Federal health care reform.

LONG-TERM FINANCIAL PLANNING

The Mayor's Office is taking the lead in implementing reforms to provide for more comprehensive long-term financial planning in accordance with Proposition A, which was approved by voters in November 2009. In May of 2011, the Mayor's Office proposed the City's first Five-Year Financial Plan that forecasted expenditures and revenues for the next five fiscal years and provided strategies to address the structural imbalance in the City's finances. In Fiscal Year 2011-12, the Mayor's Office will prepare the City's first two-year budget for General Fund departments for Fiscal Years 2012-13 and 2013-14. These policies will help to ensure fiscal stability and prepare the City for future economic downturns.

BREAKING NEW GROUND IN AFFORDABLE HOUSING

The Proposed Budget for Fiscal Year 2011-2012 includes funding for HOPE SF, the City's signature initiative to revitalize the most distressed public housing sites as mixed income developments. During the fiscal year, the first phase of the Hunters View development will near completion, and the City will have secured financing needed to begin construction of the second phase. The second HOPE SF project, Alice Griffith, will complete its financing and design work for a 1,200 unit development as part of the Hunters Point Shipyard Redevelopment Plan. In addition, the Sunnydale and Potrero HOPE SF sites will seek environmental and land use approvals to build more than 3,000 homes and make significant public space improvements.

The Mayor's Office of Housing (MOH) and its partner agencies continue to fund additional supportive housing development, making significant progress towards the housing goals of the City's Ten-Year Plan to End Homelessness. Among the key projects under construction in Fiscal Year 2011-2012 are: (1) 150 Otis Street, a supportive housing development for homeless veterans partially funded with a federal grant from the Department of Housing and Urban Development (HUD); and (2) renovation of the Central YMCA as supportive housing for homeless individuals, including an on-site urban health clinic. Additionally, two developments serving Transition Age Youth (TAY), at 800 Presidio and 3155 Scott Street, are seeking project approval. Other affordable housing construction starts will include 49 units at a mixed-income rental development in Rincon Hill, and 90 units of senior housing in the Tenderloin above a rebuilt St. Anthony's Dining Hall.

To foster homeownership, MOH plans to assist more than 170 first-time homebuyers through a combination of down payment assistance, mortgage credit certificates, and below market-rate homes through the City's inclusionary housing ordinance. Additionally, MOH will fund energy efficiency improvements for 1,366 existing affordable housing units through its Green Retrofit Initiative.

SUPPORTING COMMUNITIES AND VULNERABLE RESIDENTS

Through its community development division, MOH grants will assist more than 3,000 individuals with counseling that will help prevent them from being evicted or losing their housing; provide more than 3,500 individuals with free legal counseling and representation to protect victims of domestic violence, employment discrimination and housing discrimination; and assist more than 1,000 individuals with financial literacy and

homeownership counseling to enable them to build assets and become economically self-sufficient. Grants will fund critical capital improvements at 12 community facilities, and support tree-planting and other landscaping improvements at 135 locations in the Bayview/Hunters Point and the Excelsior neighborhoods.

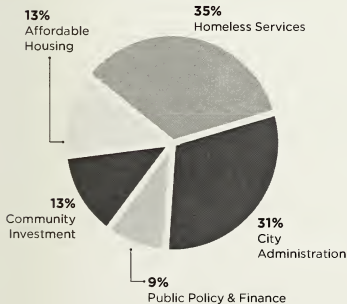
TRANSFERRING CONSTITUENT SERVICES INTO THE CITY'S 311 CALL CENTER

The Mayor proposes consolidating the functions of the Mayor's Office of Neighborhood Services into the City's 311 call center to provide better response time and tracking of constituent requests. The Proposed Budget moves three positions from the Mayor's Office to 311 operations in the Office of the City Administrator starting in the fall of 2011 to provide more robust constituent services for the Mayor's Office and the Board of Supervisors' district offices. 311 will answer constituent calls, provide information and direct specific requests to the appropriate office or department.

ENSURING A SMOOTH TRANSITION FOR THE NEXT MAYOR

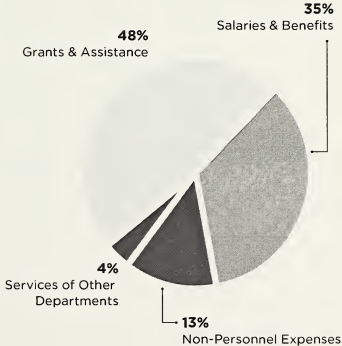
The Mayor's Proposed Budget sets aside funding within the General City Responsibility budget to cover costs associated with the January 2012 mayoral transition. These funds are available to cover administrative and staffing costs to provide the successor Mayor with the flexibility needed to assemble a team and ensure a smooth transition of responsibilities.

Mayor's Office Budget by Program Area



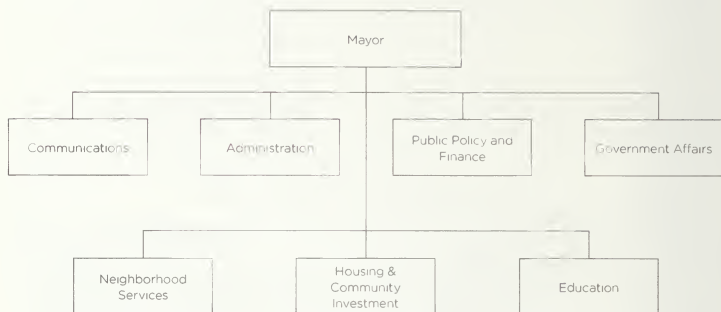
The Mayor's Office of Housing accounts for approximately 60 percent of the Mayor's Office budget, providing community investment, affordable housing and homeless services.

Mayor's Office Expenditures by Type



Almost half of the Mayor's Office's budget is used for grants and assistance provided through the Mayor's Office of Housing.

MAYOR



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	105.88	99.14	93.81	(5.33)	(5%)
Non-operating Positions (cap/other)	(57.32)	(57.30)	(56.30)	1.00	(2%)
Net Operating Positions	48.56	41.84	37.51	(4.33)	(10%)
SOURCES					
Local Taxes	500,000	500,000	500,000	0	0
Use of Money or Property	207,168	0	0	0	N/A
Intergovernmental Revenue - Federal	4,426,152	0	380,000	380,000	N/A
Intergovernmental Revenue - State	922,697	767,100	822,500	55,400	7%
Other Revenues	(9,489,188)	236,000	250,000	14,000	6%
Expenditure Recovery	6,219,847	7,131,667	6,950,313	(181,354)	(3%)
Use of / (Deposit to) Fund Balance	15,980,492	631,535	767,992	136,457	22%
General Fund Support	9,339,858	4,801,032	4,726,486	(74,546)	(2%)
Sources Total	28,107,026	14,067,334	14,397,291	329,957	2%
USES - OPERATING EXPENDITURES					
Salaries & Wages	4,983,692	3,554,652	3,538,826	(15,826)	0%
Fringe Benefits	1,994,224	1,645,726	1,480,363	(165,363)	(10%)
Professional & Contractual Services	1,013,294	1,655,427	1,779,417	123,990	7%
Aid Assistance / Grants	16,502,093	6,475,362	6,916,702	441,340	7%
Materials & Supplies	44,231	43,689	43,689	0	0
Equipment	517,431	0	0	0	N/A
Services of Other Departments	3,036,274	692,478	638,294	(54,184)	(8%)
Transfers Out	15,787	0	0	0	N/A
Uses - Operating Expenditures Total	28,107,026	14,067,334	14,397,291	329,957	2%
USES BY PROGRAM RECAP					
Affordable Housing	10,070,444	1,297,537	1,813,992	516,455	40%
City Administration	4,369,991	4,226,853	4,227,371	518	0%
Community Investment	3,611,472	1,871,671	1,812,453	(59,218)	(3%)
Criminal Justice	2,191,154	8,052	8,097	45	1%
Homeless Services	3,271,442	4,927,627	5,063,967	136,340	3%
Lead-Based Paint Hazard Control Program	877,566	0	0	0	N/A
Neighborhood Services	728,586	519,356	191,995	(327,361)	(63%)
Other Programs	45,994	0	0	0	N/A
Public Finance	1,667,276	0	0	0	N/A
Public Policy & Finance	1,273,101	1,216,238	1,279,416	63,178	5%
Uses by Program Recap Total	28,107,026	14,067,334	14,397,291	329,957	2%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
AFFORDABLE HOUSING				
Provide affordable housing				
Number of newly constructed low and moderate-income rental units completed with public financial assistance	682	170	257	20
Number of first time homebuyers receiving assistance or purchase opportunities	250	300	330	330
COMMUNITY DEVELOPMENT				
Promote economic development in low-income communities				
Number of small business and micro-enterprise start-ups assisted	386	342	350	315
Number of jobs created	128	248	175	158
Number of jobs retained	178	238	225	203
Number of direct loans made to small businesses and micro-enterprises	10	8	16	3
Improve the physical infrastructure and environment of low-income neighborhoods				
Number of public space improvement projects completed	9	10	8	1
NEIGHBORHOOD SERVICES				
Respond to citizens				
Number of Certificates, Proclamations, and Greeting Letters Issued	n/a	1,500	1,520	1,500
Number of Town Halls Produced	6	6	10	6
PUBLIC POLICY & FINANCE				
Obtain citizen input and promote understanding of the City's budget				
Number of presentations to advocates, labor groups, community organizations and other stakeholders	19	25	38	25

MUNICIPAL TRANSPORTATION AGENCY

To provide a safe and efficient surface transportation network for pedestrians, bicyclists, transit customers, motorists and taxi cabs. The San Francisco Municipal Transportation Agency (SFMTA) operates the Municipal Railway (Muni) and manages parking, traffic and taxi regulation as well as pedestrian, bicycle and better streets programs. On a daily basis, the SFMTA endeavors to improve the quality of life for residents, businesses and visitors alike through implementation of the City's Transit First Policy.

SERVICES

The SFMTA manages the following programs and services:

MUNI provides electric trolley bus, hybrid and diesel motor coach, light rail, cable car, historic streetcar and paratransit services in the City.

SUSTAINABLE STREETS enforces all local and state parking laws; issues parking permits; manages public parking garages and parking meters; installs and maintains traffic signals, traffic signs and street markings; coordinates safe traffic flow at school intersections on high-use transit corridors and in neighborhoods and commercial districts; and processes and adjudicates all parking citations and tow appeals.

TAXI SERVICES ensures the provision of taxi service to residents of and visitors to San Francisco by enacting and

enforcing rules concerning drivers, medallions (permits) and taxi companies.

ACCESSIBLE SERVICES manages contracted paratransit (door-to-door) service for customers who cannot avail themselves of regular Muni service due to disability and assists those customers with disabilities who are able to ride Muni.

PEDESTRIAN AND BICYCLE PROGRAMS are focused on improving conditions to encourage increased walking and bicycling to improve safety, ease congestion, reduce emissions, promote personal health and enhance the quality of life in San Francisco.

For more information call 311 or visit www.sfmta.com

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Approved	Change from 2010-11	% Change from 2010-11
Total Expenditures	738,953,394	775,014,191	780,567,111	5,552,920	1%
Total FTE	4,367	4,160	4,141	(19)	0%

BUDGET ISSUES AND DETAILS

Pursuant to the Charter, in the spring of 2010 the SFMTA adopted its second, two-year operating budget for Fiscal Years 2010–11 and 2011–12. The approved Fiscal Year 2011–12 budget of \$780.6 million is \$5.6 million more than the Fiscal Year 2010–11 budget, and includes funding for 19 fewer full time equivalent positions. The Fiscal Year 2011–12 Budget will not be re-opened as the Agency expects expenditures and revenues to stay within the Board approved thresholds.

Faced with a projected deficit of \$21 million for Fiscal Year 2010–11, the Agency had to implement a variety of measures to realign revenues and expenditures, including:

- Revising cost recovery fees to reflect the true operating costs
- Installation of more parking meters in identified areas
- Elimination of free reserved on-street parking spaces and permits
- Raising regulatory penalties for taxi violations
- Implementing a taxi medallion sales program
- Applying automatic indexing to Muni fares

STATE AND FEDERAL FUNDING

Between Fiscal Years 2008–09 and 2009–10 the SFMTA lost approximately \$130 million in State Transit Assistance (STA) funding used for operations. In response, the Agency joined with transit advocates across California to advocate for reinstatement of STA funding, and in March 2010 the Governor signed bills resulting in \$36 million in additional revenue in Fiscal Year 2010–11 and \$31 million in Fiscal Year 2011–12.

CENTRAL SUBWAY

The Central Subway Project is Phase 2 of the Third Street Light Rail Project that will link Little Hollywood and Visitación Valley with South of Market (SoMa), Moscone Center, Union Square and Chinatown. The Central Subway will improve regional connections to Caltrain, BART and Muni and increase transit use and reduce travel time.

The majority of funding for the Central Subway will be provided by the Federal Transit Administration's (FTA) New Starts program, with a total commitment over the life of the project of \$948.4 million. Environmental clearance of the project was granted by the FTA in November 2008 and utility relocation began in January 2010. The Central Subway is slated to open to the public in 2018.

SFpark

The SFpark project is a two-year federally funded pilot program of new parking management technologies and strategies. SFpark is pioneering the world's most advanced parking management system. It uses sensors, new meters, and real-time parking data to make parking easier to find and easier to pay for. SFpark sensors, installed in parking spaces and in city-owned garages, track in real-time where parking is and isn't available to help drivers find parking with less hassle. SFpark will adjust meter prices based on demand to encourage drivers to make trips in off-peak hours and to use parking lots and garages. While high-demand spaces will gradually go up in price, other spaces will decrease in cost.

SFgo

The citywide Intelligent Transportation program, SFgo, will roll out a number of ambitious initiatives. Two major projects include the Parking Guidance System, which will support SFpark and also broadcast traveler information over different media, and an upgrade of the communications infrastructure required to implement Bus Rapid Transit in the Van Ness corridor.

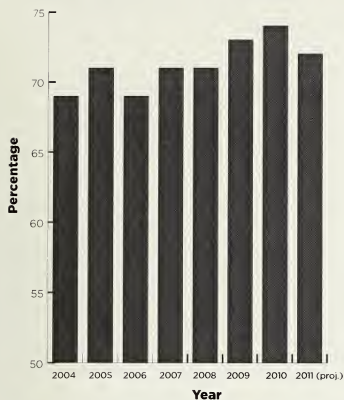
PEDESTRIAN SAFETY

Projects falling under the pedestrian program focus on increased pedestrian safety, accessibility and convenience. In December 2010 the Board of Supervisors approved the Better Streets Plan, which will provide a comprehensive blueprint for greater safety and enjoyment of the City's streetscapes. In addition, the Golden Gate Park Pedestrian Improvement Study provides a framework for pedestrian access and circulation improvements in the park for the next several years.

MAKING SAN FRANCISCO MORE BICYCLE FRIENDLY

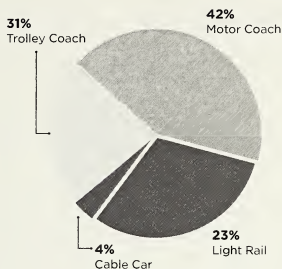
The SFMTA continues to aggressively pursue the goal of having bicycles account for 10 percent of all trips in the City. The advancement of bicycle projects, including new bike lanes, parking and bike share facilities, has moved into high gear since the lifting of the court injunction in August 2010 that previously blocked the implementation of the San Francisco Bicycle Plan.

Percentage of Muni Vehicles Meeting On-Time Standards



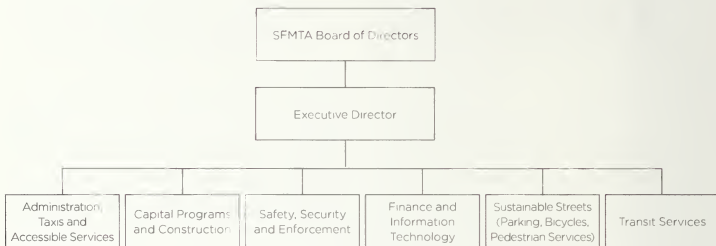
On-time performance for Muni vehicles is projected to exceed 70 percent for the fifth year in a row.

Muni Passengers by Service Type



Each year, Muni carries over 200 million passengers—over half a million per day. Seventy-three percent use the electric and motor buses that make up the bulk of the transit network. Just a handful of light rail lines account for nearly a quarter of total ridership.

MUNICIPAL TRANSPORTATION AGENCY



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	4,816.43	4,533.61	4,514.34	(19.27)	0%
Non-operating Positions (cap/other)	(449.87)	(373.75)	(373.75)	0.00	0
Net Operating Positions	4,366.56	4,159.86	4,140.59	(19.27)	0%
SOURCES					
Licenses & Fines	100,599,392	122,657,301	122,687,325	30,024	0%
Use of Money or Property	76,264,890	90,402,471	92,683,058	2,280,587	3%
Intergovernmental Revenue - Federal	4,180,145	3,921,868	3,721,868	(200,000)	(5%)
Intergovernmental Revenue - State	31,120,796	28,131,267	28,231,267	100,000	0%
Intergovernmental Revenue - Other	69,838,823	94,246,865	74,939,774	(19,307,091)	(20%)
Charges for Services	211,761,031	203,280,532	207,736,734	4,456,202	2%
Other Revenues	930,071	3,200	3,200	0	0
Transfers In	187,873,769	82,089,665	94,929,091	12,839,426	16%
Expenditure Recovery	58,634,929	57,999,945	59,908,385	1,908,440	3%
Transfer Adjustments-Sources	(181,300,890)	(82,708,923)	(94,403,591)	(11,694,668)	14%
Use of / (Deposit to) Fund Balance	(4,679,562)	0	0	0	N/A
General Fund Support	183,730,000	174,990,000	190,130,000	15,140,000	9%
Sources Total	738,953,394	775,014,191	780,567,111	5,552,920	1%
USES - OPERATING EXPENDITURES					
Salaries & Wages	367,567,439	322,097,955	312,530,601	(9,567,354)	(3%)
Fringe Benefits	141,699,046	157,483,851	166,273,961	8,790,110	6%
Overhead	57,527,951	55,522,397	57,749,181	2,226,784	4%
Professional & Contractual Services	71,092,035	156,831,886	163,813,513	6,981,627	4%
Materials & Supplies	44,800,953	71,990,010	71,914,467	(75,543)	0%
Equipment	3,533,330	3,444,871	1,287,150	(2,157,721)	(63%)
Debt Service	3,741,819	2,693,805	2,690,660	(3,145)	0%
Services of Other Departments	61,826,301	60,442,663	62,023,417	1,580,754	3%
Transfers Out	134,105,742	27,215,676	36,687,752	9,472,076	35%
Transfer Adjustments-Uses	(181,300,890)	(82,708,923)	(94,403,591)	(11,694,668)	14%
Uses - Operating Expenditures Total	704,593,726	775,014,191	780,567,111	5,552,920	1%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	57,703	0	0	0	N/A
Capital Renewal	271,777	0	0	0	N/A
Capital Projects	34,030,188	0	0	0	N/A
Uses - Project Expenditures Total	34,359,668	0	0	0	N/A

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
USES BY PROGRAM RECAP					
Accessible Services	19,847,511	21,527,155	21,549,070	21,915	0%
Administration	49,546,593	55,580,032	58,987,665	3,407,633	6%
Agency Wide Expenses	104,658,783	122,132,166	126,785,319	4,653,153	4%
Development And Planning	1,963,192	598,207	604,441	6,234	1%
Mrd-Maintenance Division (Maint)	34,372,371	0	0	0	N/A
Other Programs	3,070,055	0	0	0	N/A
Parking & Traffic	73,127,265	72,590,712	73,186,298	595,586	1%
Parking Garages & Lots	3,233,611	21,861,955	22,201,245	339,290	2%
Rail & Bus Services	392,450,826	422,195,697	418,967,316	(3,228,381)	(1%)
Revenue, Transfers & Reserves	281,904	0	0	0	N/A
Security, Safety, Training & Enforcement	54,173,190	55,651,824	55,876,450	224,626	0%
Taxi Services	2,228,093	2,876,443	2,409,307	(467,136)	(16%)
Uses by Program Recap Total	738,953,394	775,014,191	780,567,111	5,552,920	1%

Presented for information purposes only. The MTA FY 2011-12 Budget was previously adopted per Ordinance 190-10.

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
ENFORCEMENT				
To ease traffic congestion and promote parking turnover throughout the City by enforcing regulations				
Abandoned automobile reports: % responded to within 48 hours	98%	100%	95%	100%
To process citations and hearings in a timely manner				
Administrative citation hearing customers: % served within 10 minutes	88%	82%	83%	83%
MRD-MAINTENANCE DIVISION (MAINT)				
Improve customer satisfaction				
Muni transit system cleanliness rating (1 to 5 scale)	2.98	3.55	3.55	3.55
MRD-MUNICIPAL RAILWAY EXEC OFFICE (MREO)				
Improve the safety of passengers, drivers, pedestrians, and others				
Muni transit system safety rating (1 to 5 scale)	3.24	3.55	3.55	3.55
PARKING				
To provide clean, safe and convenient parking at reasonable rates to maximize revenues				
Parking meter malfunction reports: % responded to and repaired within 48 hours	85%	85%	83%	86%
RAIL & BUS SERVICES				
Provide reliable and timely transit service				
Schedule adherence	72.5%	85.0%	73.0%	85.0%
% of scheduled service hours delivered	96.8%	98.5%	97.5%	98.5%
Improve customer satisfaction				
Muni transit system driver courtesy rating (1 to 5 scale)	3.14	3.55	3.55	3.55

The San Francisco Police Department is committed to excellence in law enforcement and dedicated to the people, traditions and diversity of the City and County of San Francisco. In order to protect life and property, prevent crime and reduce the fear of crime, the Department provides service with understanding, response with compassion, performance with integrity and law enforcement with vision.

SERVICES

The Police Department strives to provide a safe community for San Francisco's residents and visitors by maintaining a knowledgeable, well-trained staff that works to prevent and investigate crime efficiently and effectively.

The Department's work is divided among four main branches. Additionally, the Office of Citizen Complaints is a separate agency under the Police Commission that is situated in the Police Department's budget.

OPERATIONS serves to protect life and property, works closely with the community to prevent crime, solves crimes using thorough investigative techniques, identifies and arrests suspects, prepares cases for prosecution, and reduces the fear of crime while providing a safe San Francisco environment. This is accomplished by forming partnerships with the residents, merchants and visitors of the city, and working collaboratively to solve neighborhood problems.

The three major divisions in Operations are Patrol – Golden Gate Division, Patrol – Metro Division, and the Investigations Bureau.

SPECIAL OPERATIONS shares the mission of Operations and is comprised of the specialized units within the Police Department. These include Tactical units such as Specialists, Hondas, Canines and Mounted, Explosive Ordinance Disposal, Fugitive Recovery Enforcement Team, as well as the Marine, Homeland Security, Violence Reduction Team, and Joint Terrorist Task Force units.

Special Operations also includes collaborations with the Public Utilities Commission (PUC) and the San Francisco Municipal Transportation Agency (SFMTA), in which the

Police Department works to ensure the safety of our city's water system and the security of passengers, drivers and property of the SFMTA.

AIRPORT handles security, traffic control, and law enforcement at the San Francisco International Airport, which is physically located in San Mateo County. Police personnel assigned to the Airport support the security programs and emergency procedures of the Airport to provide the public with a safe, secure, efficient, and customer-friendly airport.

ADMINISTRATION provides technical and administrative support, works to increase overall Department efficiency and ensures that daily functions are carried out effectively. Administration consists of Crime Information Services, Fleet, Forensic Services, Property, Staff Services, Technology and Training.

For more information about the Police Department call (415) 553-1651 or 311; or visit www.sf-police.org

OFFICE OF CITIZEN COMPLAINTS (OCC) is independent from the Police Department but is administered as part of the Police Department's budget. The OCC is mandated by the City Charter to "promptly, fairly and impartially investigate" all civilian complaints of misconduct or neglect of duty against Police Department sworn members, to reach and confidentially report factual conclusions in such cases, and to present statistical reports and policy recommendations on a regular basis to the Police Commission. Upon voluntary agreement of the parties, the OCC mediates eligible complaints. The OCC also conducts outreach to strengthen its relationship with

communities historically and statistically likely to have encounters with the police and to enhance the OCC's ties to populations racially, culturally or linguistically isolated from police services.

For more information about the OCC, call (415) 241-7711; or visit the OCC's website at www.sfgov.org/occ

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	445,325,522	445,480,123	460,348,234	14,868,111	3%
Total FTE	2,756	2,681	2,655	(26)	(1%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011-12, the Police Department proposes a \$460.0 million budget, which represents a \$14.6 million increase from the Fiscal Year 2010-11 budget. This change is driven by increasing pension and benefit costs, and the Department proposes no academy classes and a smaller management team in order to partially reduce offset these higher costs.

The Department faces the realities of limited City resources combined with rapidly evolving threats to public health and safety in this proposed budget. Consequently, Police has worked toward an improved understanding of and relationship to the communities that the Department serves, a commitment to openness, transparency, and accessibility, and a relentless drive towards innovation and efficiency as a means to do more with less. These necessary principles guide both daily operations and long-term strategy.

INCREASING EFFICIENCY

The Department will continue to increase efficiencies across all units to manage operations within its financial constraints in Fiscal Year 2011-12. Approximately 100 sworn members of the Department are projected to retire within the coming year. While the Department continues to benefit from the Community Oriented Policing Services (COPS) hiring grant from federal stimulus legislation to hire officers, no General Fund supported academy classes are budgeted for Fiscal Year 2011-12. The COPS grant provides funding for 50 officers for three years, and the final cohort of officers was hired in May 2011. The Community Policing philosophy of prevention, problem-solving, and community engagement and partnerships continues to lead the Department's approach to organizational structure and deployment.

NEW TECHNOLOGY FOR SOLVING CRIMES

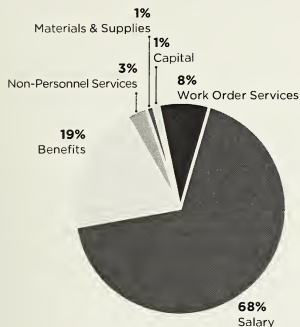
The Department has a goal of moving to a more stable and robust technology platform. The Department's Four Point Plan for Technology Improvements includes: creating a robust data mart, equipping officers with proper tools, creating a technology help desk, and implementing an adequate technology team.

The new platform will enable better crime prevention and improved officer safety and effectiveness. The Department will add to its recent technological advancements by creating a robust data warehouse to allow department members to have immediate access to crime data as crime occurs. This will allow the Department to instantly identify suspects, locate similar crimes nationwide, and identify hot spots and crime trends. In addition to this crime data warehouse, the Department plans to equip officers with more up-to-date technological tools, such as giving officers vehicular access to mug shots to increase officer efficiency in the field. To fully support the Department, the Police Department Technology Division will create a help desk and continue to work towards a fully civilianized technology team.

OFFICE OF CITIZENS COMPLAINTS - BUDGET ISSUES AND DETAILS

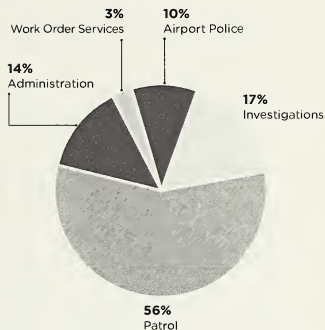
In Fiscal Year 2011-12, the OCC is proposing a \$4.3 million budget, which represents a \$0.2 million increase from the Fiscal Year 2010-11 budget. This change is driven by increasing pension and benefit costs, and this budget provides additional funding for one investigator to fulfill its City Charter-mandated responsibilities. Additionally, under state law, the OCC must complete investigations on citizen complaints within one year. In 2010, the OCC received 854 complaints, which were handled by its investigative staff and mediation attorney.

General Fund Expenditures by Type



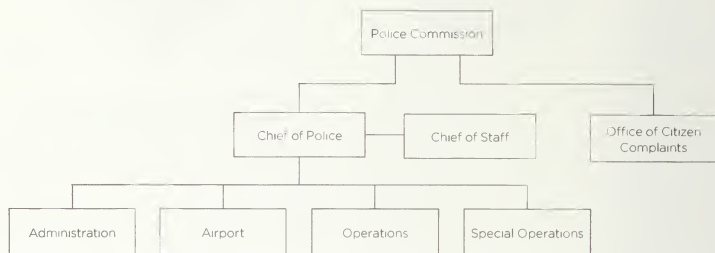
87 percent of the Police Department's general fund expenditures are in salaries and benefits.

Expenditures by Program Area



The Department's Operations and Special Operations divisions together are 73 percent of Department expenditures and are reflected in the Investigations and Patrol program areas.

POLICE



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	2,759.68	2,741.58	2,714.95	(26.63)	(1%)
Non-operating Positions (cap/other)	(3.34)	(60.76)	(60.42)	0.34	(1%)
Net Operating Positions	2,756.34	2,680.82	2,654.53	(26.29)	(1%)
SOURCES					
Licenses & Fines	2,352,646	1,966,000	1,980,662	14,662	1%
Use of Money or Property	33,555	47,800	48,800	1,000	2%
Intergovernmental Revenue - Federal	5,393,546	2,138,597	3,149,441	1,010,844	47%
Intergovernmental Revenue - State	33,525,574	32,875,170	35,230,956	2,355,786	7%
Charges for Services	5,256,453	5,751,189	6,213,240	462,051	8%
Other Revenues	67,500	0	0	0	N/A
Transfers In	715,972	0	0	0	N/A
Expenditure Recovery	15,059,976	14,115,640	14,134,299	18,659	0%
Transfer Adjustments-Sources	(715,972)	40,902,708	45,719,435	4,816,727	12%
Use of / (Deposit to) Fund Balance	36,183,282	1,219,003	1,372,913	153,910	13%
General Fund Support	347,450,990	346,464,016	352,498,488	6,034,472	2%
Sources Total	445,323,522	445,480,123	460,348,234	14,868,111	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	320,758,222	315,116,378	312,801,191	(2,315,187)	(1%)
Fringe Benefits	66,271,207	78,929,488	92,216,877	13,287,389	17%
Overhead	0	0	12,820	12,820	N/A
Professional & Contractual Services	19,030,369	14,124,193	14,838,588	714,395	5%
Aid Assistance / Grants	66,595	80,000	0	(80,000)	(100%)
Materials & Supplies	3,891,053	4,968,850	6,042,765	1,073,915	22%
Equipment	2,202,065	1,718,107	1,659,496	(58,611)	(3%)
Services of Other Departments	32,636,266	30,443,107	31,256,497	813,390	3%
Transfers Out	715,972	0	0	0	N/A
Transfer Adjustments-Uses	(715,972)	0	0	0	N/A
Uses - Operating Expenditures Total	444,855,777	445,380,123	458,828,234	13,448,111	3%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	101,153	100,000	120,000	20,000	20%
Capital Projects	366,592	0	1,400,000	1,400,000	N/A
Uses - Project Expenditures Total	467,745	100,000	1,520,000	1,420,000	N/A

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
PATROL				
Reduce crime; Uniform Crime Reports (UCR) numbers				
UCR: Number UCR Part I violent offenses reported	5,883	5,200	5,842	5,258
UCR: Number of UCR Part I violent offenses reported per 100,000 population	698.5	617.1	694.0	625.0
UCR: Number of UCR Part I property offenses reported per 100,000 population	3,974.2	3,389.4	4,098.0	3,688.0
Respond timely to calls for emergency assistance				
Response time: Priority A calls (in seconds)	n/a	240	240	240
Response time: Priority B calls (in seconds)	n/a	450	452	450
SPECIAL OPERATIONS				
Reduce traffic accidents and ensure pedestrian safety				
Number of traffic accidents that result in injuries	2,909	2,610	3,314	3,148
Number of traffic accidents that result in fatalities	25	n/a	32	n/a
THE OFFICE OF CITIZEN COMPLAINTS				
Address civilian complaints of police misconduct professionally and efficiently				
Percentage of sustained complaints completed in a timely manner	98.3%	100.0%	100.0%	100.0%
Number of complaints closed during the year per FTE Investigator	57	60	60	65
Facilitate corrective action in response to complaints				
Percentage of sustained cases that resulted in corrective or disciplinary action by the Chief or Police Commission	93%	90%	90%	90%

To promote maritime, recreational, transportation, public access and commercial activities on a self-supporting basis by managing and developing San Francisco's waterfront.

SERVICES

The Port leases and manages commercial, industrial and maritime properties and provides the public with waterfront access and recreational activities, through the following divisions:

ENGINEERING provides project and construction management, engineering design, facility inspection, contracting, code compliance review and permit services for all of the Port's facilities.

MARITIME manages and markets cruise and cargo shipping, ship repair, commercial and sport fishing, ferry and excursion operations, and other harbor services.

MAINTENANCE is responsible for the Port's 7.5 miles of waterfront property and repairing piles, piers, roofs, plumbing and electrical systems, and street cleaning.

PLANNING AND DEVELOPMENT sees that the development and use of Port lands is consistent with

the goals and policies of the Waterfront Land Use Plan; maintains and amends Plan policies, leads community planning projects for specified waterfront areas and administers land use regulatory review of projects on Port property.

REAL ESTATE oversees all property and lease management for marketing and leasing the Port's commercial and industrial property along San Francisco's waterfront.

ADMINISTRATION manages the Port's operations and support services including Human Resources, Accounting, Finance, Information Systems, Contracts and Business Services.

For more information, call (415) 274-0400 or 311; or visit www.sfport.com

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	2012-13 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	56,734,373	73,993,099	77,886,579	74,879,259	3,893,480	5%
Total FTE	215	217	222	223	5	2%

BUDGET ISSUES AND DETAILS

In accordance with Proposition A, which established two-year budgeting for city departments, the Port prepared budgets for Fiscal Year 2011-12 and Fiscal Year 2012-13. The Fiscal Year 2011-12 budget is \$77.9 million, a \$3.9 million (five percent) increase over Fiscal Year 2010-11. The increase in expenditures is due primarily to growth in salaries and benefits, offset by a reduction in services by other departments. The Fiscal Year 2012-13 budget is \$74.9 million, a \$3.0 million (four percent) increase from Fiscal Year 2011-12 due primarily to ongoing growth in existing salary and benefit expenses. This expenditure growth in both fiscal years is supported by improving revenues, primarily in parking, commercial and industrial rent, interest income and harbor services revenue.

IMPROVING THE PORT'S INFRASTRUCTURE

One of the most challenging issues facing the Port is the condition of its physical infrastructure, much of which is 80 to 100 years old and well past its original usable life. In response to this need for repairs, the Port developed a ten-year capital plan with a multi-year capital finance plan indentifying and prioritizing capital projects to complete in the coming years. The Fiscal Year 2012-21 update of the Port's Ten-Year Capital Plan identifies a total need of approximately \$2.16 billion, primarily from deferred maintenance and seismic upgrade work required on Port facilities. The Fiscal Year 2011-12 capital budget includes \$14.1 million for a variety of key projects throughout the Port including: the cruise terminal at Pier 27 (\$1.0 million) pier repair (\$4.6 million), dredging (\$3.8 million), and dry dock disposal (\$1.8 million). The Fiscal Year 2012-13 proposed capital budget totals \$8.6 million with dredging and pier repair remaining the largest projects.

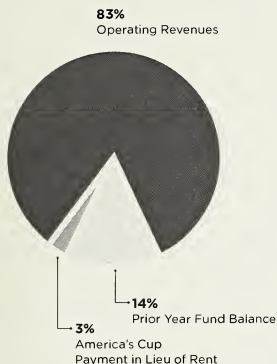
PREPARING FOR AMERICA'S CUP

On December 31, 2010, San Francisco was selected by the America's Cup Event Authority to host the 34th America's Cup (AC34) Final Match in 2013 under the terms set forth in the Host City and Venue Agreement.¹ The Event features several weeks of sailing races and a multi-year build-up to the final match that promises an estimated \$1.4 million economic benefit to the region, including at least \$19.5 million in additional tax revenue to the City and over 9,000 jobs. The City's selection as host city for the America's Cup will change the direction and course of the Port's long-term operations and capital program and will significantly accelerate waterfront improvements. Under the agreement, Piers 19, 23, 26-29, and 30-32 and Seawall Lot 330 are proposed as venues for America's Cup-related activities, and the Event Authority will complete any needed substructure, infrastructure, and superstructure repairs and improvements to Piers 30-32 and other Port property with the Port's consent. If the Event Authority's expenditures meet or exceed \$55 million, the Event Authority will have the right to a 66-year lease for Piers 30-32 and fee title to Seawall Lot 330. The Event Authority also has the option to perform additional work on Pier 26 and Pier 28 with the Port's consent to obtain long term leasing rights to those piers.

Port management believes that the primary strategic priority over the next three years is supporting AC34, delivering the operational and capital improvements necessary for the event, and staging the Cruise Terminal project to be compatible with the event and to be a long lasting legacy for cruises, the local economy, and the public. The strong and stable foundation Port management has built will allow the Port to play a key role in the success of the project while continuing its stewardship of the tidelands for the people of the State of California.

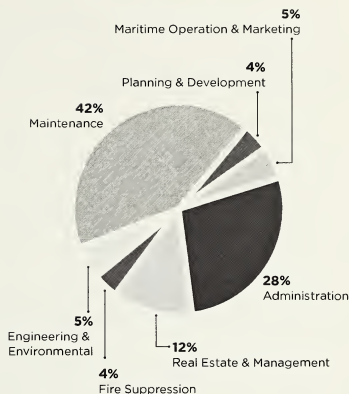
¹ This agreement sets forth the rights and obligations of the City, including the Port, and the America's Cup Event Authority, LLC, subject to the City's approval of the America's Cup project following completion of environmental review under the California Environmental Quality Act (CEQA).

Sources of Funds



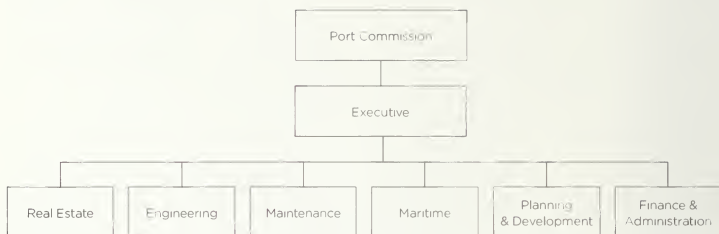
The Port is an economic engine for the City, generating revenues from real estate leasing, parking, maritime and development projects. Prior year fund balances resulting from operating surpluses are dedicated to funding the Port's capital program.

Uses by Program



The repair and replacement of physical infrastructure is a critical component of the Port's budget. In Fiscal Year 2011-12, the Port will spend \$14.1 million on capital projects and \$3.8 million on debt service, for current and completed projects, that will improve deteriorating infrastructure and create opportunities to generate additional revenues.

PORT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-211	2011-12			2012-13		
	Actual	Original	Proposed	Chg from 2010-11	% Chg 2010-11	Proposed	Chg from 2010-11	% Chg 2011-12
AUTHORIZED POSITIONS								
Total Authorized	231.05	235.91	242.16	6.25	3%	242.71	0.55	0%
Non-operating Positions (cap/other)	(16.00)	(19.08)	(20.00)	(0.92)	5%	(20.00)	0.00	0
Net Operating Positions	215.05	216.83	222.16	5.33	2%	222.71	0.55	0%
SOURCES								
Licenses & Fines	1,275,356	1,600,000	1,366,000	(234,000)	(15%)	1,390,000	14,000	1%
Use of Money or Property	56,395,119	52,173,000	50,921,000	(1,252,000)	(2%)	50,839,500	(81,500)	0%
Charges for Services	6,344,465	12,254,000	13,552,000	1,298,000	11%	13,363,500	(188,500)	(1%)
Other Revenues	3,134,780	999,756	1,470,494	470,738	47%	1,471,494	1,000	0%
Transfers In	11,904,500	15,132,746	19,248,278	4,115,532	27%	14,675,336	(4,572,942)	(24%)
Expenditure Recovery	76,417	267,001	167,168	(99,833)	(37%)	167,168	0	0
Transfer Adjustments-Sources	(11,904,500)	(18,283,848)	(20,214,073)	(1,930,225)	11%	(14,939,308)	5,274,765	(26%)
Use of / (Deposit to) Fund Balance	(10,491,764)	9,850,444	11,375,712	1,525,268	15%	7,921,569	(3,454,143)	(30%)
Sources Total	56,734,373	73,993,099	77,886,579	3,893,480	5%	74,879,259	(3,007,320)	(4%)
USES - OPERATING EXPENDITURES								
Salaries & Wages	20,182,452	20,137,137	20,630,796	493,659	2%	21,618,670	987,874	5%
Fringe Benefits	7,542,537	8,774,678	9,807,176	1,032,498	12%	10,839,826	1,051,650	11%
Overhead	274,163	100,191	0	(100,191)	(100%)	0	0	N/A
Professional & Contractual Services	7,658,277	10,859,376	10,919,966	60,590	1%	10,754,482	(165,484)	(2%)
Materials & Supplies	1,146,872	1,484,510	1,355,468	(129,042)	(9%)	1,337,740	(17,728)	(1%)
Equipment	317,774	504,955	713,898	208,943	41%	569,384	(144,514)	(20%)
Debt Service	231,760	3,075,050	3,850,937	775,887	25%	4,672,445	821,508	21%
Services of Other Departments	11,383,151	13,282,622	12,330,063	(952,559)	(7%)	12,124,171	(205,892)	(2%)
Transfers Out	12,482,527	15,798,331	17,728,257	1,929,926	12%	12,393,395	(5,334,862)	(30%)
Transfer Adjustments-Uses	(11,904,500)	(15,132,746)	(17,064,518)	(1,931,772)	13%	(11,686,078)	5,378,440	(32%)
Uses - Operating Expenditures Total	49,315,013	58,884,104	60,272,043	1,387,939	2%	62,643,035	2,370,992	4%
USES - PROJECT EXPENDITURES								
Facilities Maintenance	1,196,867	4,270,539	3,504,636	(765,903)	(18%)	3,686,224	181,588	5%
Capital Projects	6,222,493	10,838,456	14,109,900	3,271,444	30%	8,550,000	(5,559,900)	(39%)
Uses - Project Expenditures Total	7,419,360	15,108,995	17,614,536	2,505,541	17%	12,236,224	(5,378,312)	(31%)
USES BY PROGRAM RECAP								
Administration	16,153,907	21,911,534	23,043,072	1,131,538	5%	23,966,871	923,799	4%
Engineering & Environmental	4,023,638	4,192,624	4,197,396	4,772	0%	4,516,346	318,950	8%
Maintenance	22,887,455	30,588,386	33,810,515	3,222,129	11%	29,237,918	(4,572,597)	(14%)
Maritime Operations & Marketing	2,222,307	3,186,781	3,834,026	647,245	20%	3,749,341	(84,685)	(2%)
Non-Grant Construction Projects	0	139,456	0	(139,456)	(100%)	0	0	N/A
Planning & Development	2,839,768	3,491,920	2,946,078	(545,842)	(16%)	3,093,412	147,334	5%
Real Estate & Management	8,607,298	10,482,398	10,055,492	(426,906)	(4%)	10,315,371	259,879	3%
Uses by Program Recap Total	56,734,373	73,993,099	77,886,579	3,893,480	5%	74,879,259	(3,007,320)	(4%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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MAINTENANCE

Financial Stability - Improve utilization of maintenance resources

Percentage of preventative maintenance of sewer pumps performed on schedule	80%	100%	80%	100%	100%
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MARITIME OPERATIONS & MARKETING

Economic Impact - Increase cruise volume

Total number of cruise ship calls	48	56	56	42	42
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Economic Impact - Track ferry passenger volume

Total number of ferry passengers transiting through Port managed facilities.	1,413,627	1,400,000	1,450,000	1,450,000	1,450,000
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REAL ESTATE & MANAGEMENT

Economic Impact - Achieve maximum revenue from leasing activities

Amount of revenue earned from commercial/industrial rent and parking, in millions	\$52.2	\$52.9	\$55.9	\$54.0	\$54.1
Overall Port Vacancy Rate	13.4%	13.0%	13.0%	12.0%	11.0%

PUBLIC DEFENDER

To deliver competent, effective and ethical legal representation to indigent persons accused of crimes and involved in conservatorship matters in San Francisco.

SERVICES

The United States Constitution and the Constitution of the State of California require the City and County of San Francisco to provide effective and competent legal representation for people who are charged with a crime and cannot afford a lawyer. The Public Defender's Office delivers these constitutionally mandated services to more than 24,000 people each year.

The Public Defender provides staffing for each of the misdemeanor and felony preliminary hearing courts, the mental health and juvenile courts, Drug Court, Proposition 36, Domestic Violence Court and Behavioral Health Court. The Juvenile Justice Placement and Education unit helps young people incarcerated at the Youth Guidance Center

resume their education, and locates appropriate out-of-home placements when necessary.

The Public Defender also provides ancillary services to its clients through a number of special programs: Operation Clean Slate provides assistance to individuals who wish to clear their records. The Reentry Unit provides clients who are re-entering their communities following incarceration assistance in the areas of housing, employment, education, health, mental health and substance abuse, family counseling and other support.

For more information, call (415) 553-1671 or 311; or visit www.sfpublicdefender.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	24,450,569	25,307,869	26,105,548	797,679	3%
Total FTE	151	156	161	5	3%

BUDGET ISSUES AND DETAILS

MAINTAINING QUALITY REPRESENTATION

The Fiscal Year 2011-12 budget for the Public Defender is \$26.1 million, three percent more than the prior year budget of \$25.3 million. The increase is the result of additional temporary staff to aid in felony case review efforts. The Public Defender is focused on ensuring that attorneys and support staff have sufficient time and resources to provide effective, constitutionally mandated representation to their clients. This year the Office has experienced a doubling of serious, three-strikes, and life exposure cases. Homicide cases have also significantly increased.

THE ROLE AND RESPONSIBILITY OF THE JUVENILE DEFENDER

The Public Defender represents 1,400 youth each year in delinquency proceedings. In addition to providing legal representation, the Public Defender finds social services and out-of-home placements for many of these youth. Under Rule 1479 of the California Rules of Court, the juvenile defender is required to examine the interests of the client beyond the scope of the juvenile proceedings and inform the court if the client has any other interests that may need to be protected by the institution or other administrative or judicial proceedings.

ASSISTANCE TO FORMER PRISONERS

To reduce jail overcrowding and improve public safety, the Office established a reentry unit to provide former prisoners and their children with assistance in obtaining substance abuse, employment, education and mental health services. The reentry unit includes: the Clean Slate program which provides expungement services to 3,000 individuals each year who seek to clear their criminal histories in order to obtain employment and become productive citizens; and the Reentry Social Work program which provides counseling, treatment planning and legal advocacy to achieve placements into appropriate community-based treatment instead of jail or prison.

An independent evaluation of the Office's reentry program conducted by LFA Group found that the program saved over \$1 million in local county jail incarceration costs and that nearly all (98 percent) reentry clients experience positive outcomes through their participation in reentry services. The evaluation also found that clients served by reentry services are less likely to be sentenced to prison (83 percent of clients), experience reduced sentence lengths and that the program resulted in significant cost savings for the criminal justice system.

An independent evaluation of the Clean Slate program found that 90 percent of the Clean Slate clients benefit from the removal of significant barriers to employment, housing, public benefits, civic participation, immigration, and the attainment of other social, legal and personal goals.

The department is also working on the multi-agency realignment planning committee, initiated by the Mayor's office, to implement the realignment of state prisoners and parolees to local facilities by order of the Governor.

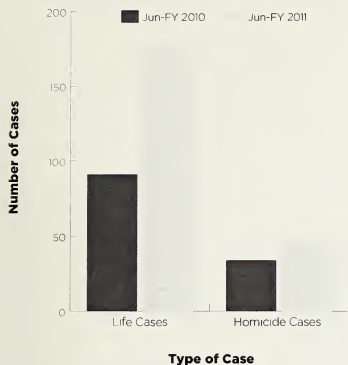
REPRESENTATION OF SEVERELY MENTALLY DISABLED ADULTS

Of the 24,000 indigent clients the Public Defender represents each year, approximately 2,200 suffer from severe mental disorders that have never been diagnosed or treated. These clients are often homeless and have never received services through traditional mental health systems. The Public Defender works diligently to break this cycle by identifying clients whose criminal behavior is the result of untreated mental illness or drug addiction. San Francisco has a designated specialty court to handle these sensitive cases. Behavioral Health Court (BHC) redirects mentally ill offenders from jail and into intensive case management programs in the community mental health system. The BHC criminal defense team supports and encourages treatment and provides effective alternatives to incarceration.

EMPLOYING TECHNOLOGY TO REPRESENT CLIENTS MORE EFFECTIVELY AND EFFICIENTLY

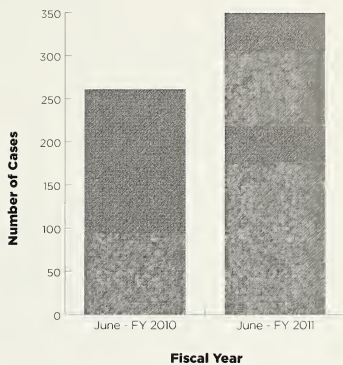
As part of the JUSTIS Project, which is designed to improve information technology systems in all of the City's criminal justice departments, the Public Defender's office will exchange and share court data with other case management systems in the criminal justice community. In addition to exchanging information, the Public Defender's case management system will automate work and information sharing between attorneys, investigators, paralegals, social workers and clerks. This seamless access to information between different components of the defense team will allow the Public Defender's Office to be even more efficient and effective at client representation and service provision. Finally, the case management system will provide managers with increased oversight capabilities.

Special Assignment Caseload



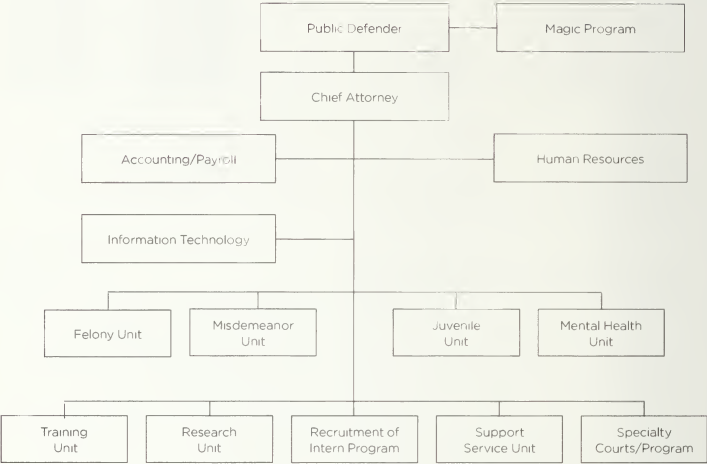
The number of life case increased dramatically in 2011.
Homicide cases increased slightly as well.

Reentry Services Comparison



The number of services provided by the Reentry Unit has increased in Fiscal Year 2011.

PUBLIC DEFENDER



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	152.19	157.89	163.38	5.49	3%
Non-operating Positions (cap/other)	(1.42)	(1.42)	(2.42)	(1.00)	70%
Net Operating Positions	150.77	156.47	160.96	4.49	3%
SOURCES					
Intergovernmental Revenue - Federal	193,583	230,129	212,258	(17,871)	(8%)
Expenditure Recovery	69,615	0	0	0	N/A
Use of / (Deposit to) Fund Balance	(3,079)	0	0	0	N/A
General Fund Support	24,190,450	25,077,740	25,893,290	815,550	3%
Sources Total	24,450,569	25,307,869	26,105,548	797,679	3%
USES - OPERATING EXPENDITURES					
Salaries & Wages	17,540,356	16,886,107	17,377,790	491,683	3%
Fringe Benefits	4,718,301	5,672,341	6,381,597	709,256	13%
Professional & Contractual Services	775,926	1,213,902	991,003	(222,899)	(18%)
Materials & Supplies	75,618	148,479	142,863	(5,616)	(4%)
Equipment	0	9,034	9,171	137	2%
Services of Other Departments	1,340,368	1,378,006	1,203,124	(174,882)	(13%)
Uses - Operating Expenditures Total	24,450,569	25,307,869	26,105,548	797,679	3%
USES BY PROGRAM RECAP					
Criminal And Special Defense	24,329,680	25,077,740	25,893,290	815,550	3%
Grant Services	120,889	207,498	212,258	4,760	2%
Violence Prevention	0	22,631	0	(22,631)	(100%)
Uses by Program Recap Total	24,450,569	25,307,869	26,105,548	797,679	3%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
CRIMINAL AND SPECIAL DEFENSE				
Represent defendants effectively				
Number of felony matters handled	13,460	10,132	8,678	12,172
Number of misdemeanor matters handled	9,557	9,408	9,408	10,034
Number of mental health clients represented	3,197	3,000	3,000	3,000
Number of juvenile matters handled	6,036	5,500	5,500	5,352
Provide expungement services				
Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under Clean Slate	6,642	6,400	4,500	5,000
Number of motions filed on behalf of the clients under Clean Slate	1,421	1,300	1,300	1,400
Provide alternatives to incarceration				
Number of clients participating in drug court	1,914	1,500	1,500	1,500
Number of Drug Court participants completing treatment and obtaining dismissal of their cases	502	376	376	250
Provide Re-entry Services to Clients				
Number of clients referred for services	261	375	300	300
Number of services provided	175	230	200	230

PUBLIC HEALTH

To protect and promote the health of all San Franciscans.

SERVICES

In keeping with their mission, the Department of Public Health (DPH) offers an array of services to San Francisco residents and visitors.

SAN FRANCISCO GENERAL HOSPITAL (SFGH) is a licensed general acute care hospital owned and operated by the City and County of San Francisco. SFGH provides a full complement of inpatient, outpatient, emergency, skilled nursing, diagnostic, mental health and rehabilitation services for adults and children. Additionally, SFGH is the designated Trauma Center for the 1.5 million residents of San Francisco and northern San Mateo County.

LAGUNA HONDA HOSPITAL provides a full range of skilled nursing services to adult residents of San Francisco, who are disabled or chronically ill, including specialized care for those with wounds, head trauma, stroke, spinal cord and orthopedic injuries, AIDS and dementia.

COMMUNITY ORIENTED PRIMARY CARE is delivered through 20 city-run clinics throughout San Francisco, including at SFGH's campus.

HEALTH AT HOME provides home health services to residents of San Francisco, which reduces their reliance on unnecessary institutionalization and supports independent living in the community.

JAIL HEALTH SERVICES provides a comprehensive and integrated system of medical, psychiatric and substance abuse services to inmates in San Francisco jails.

The Department also provides services for health promotion and prevention, maternal and child health care, HIV/AIDS programs, infectious disease control, substance abuse treatment, mental health programs, environmental health and housing and homeless assistance.

For more information call 415-554-2500 or 311; or visit www.sfdph.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	1,378,175,763	1,460,858,079	1,573,367,274	112,509,195	8%
Total FTE	5,838	5,696	5,721	25	0%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011-12, the Department of Public Health proposes a \$1.57 billion budget. This represents an eight percent increase over Fiscal Year 2010-11. This increase is largely due to additional revenues and federally mandated capacity enhancements that will allow the Department to prepare for full implementation of Health Care Reform.

A NEW APPROACH TO COLLABORATION ON BUDGET DECISION-MAKING

This year, the Mayor's Office and the Department of Public Health participated in a new level of community engagement around budget decisions. Under the leadership of the Director of Health, the Department held monthly stakeholder meetings to discuss budget options and strategies in light of the citywide deficit. Starting in March, Mayor Lee and members of the Board of Supervisors co-hosted ten budget-related townhall meetings across the city and personally met with hundreds of members of community-based organizations and non-profits providing services across San Francisco. The Department aggressively sought new revenue sources to help address the City's budget deficit. While the Department was successful in gaining new revenue, some expenditure reductions were also necessary. To plan and prepare for possible reductions, the Mayor and the Department engaged in smaller, more in-depth "working sessions" around Health and Human Services budget proposals with leadership from community and non-profit groups. From this small-group collaboration, the Mayor and the Department gained valuable feedback and alternative ideas from community leadership on the budget proposals of the Department of Public Health, the Human Services Agency and the Department of Children, Youth and Their Families.

The Mayor's Proposed Budget for Fiscal Year 2011-12 reflects feedback and ideas from those working sessions in four key ways:

- 1) The Mayor's Proposed Budget fully funds residential treatment programs targeting the most vulnerable of San Francisco residents. Approximately \$3.6 million had been under consideration for reductions to help balance the budget.
- 2) The Mayor's Proposed Budget fully funds the Star Hotel's permanent supportive housing units.
- 3) The Mayor's Proposed Budget retained \$1 million in funding to non-residential treatment programs.
- 4) The Mayor retained clinical positions in mental health clinics.

In total, the Mayor's Proposed Budget includes \$3.4 million in service reductions to the department's budget. This represents less than 0.025% reduction to their total budget of \$1.57 billion. During the upcoming Fiscal Year, DPH will undertake several large initiatives and will largely use state and federal funding to accomplish these programs. In Fiscal Year 2011-12, the Department of Public Health will:

PREPARE FOR HEALTH CARE REFORM

Starting in July, the Department of Public Health will benefit from federal dollars approved through the new Medi-Cal Waiver, the "Bridge to Health Care Reform." The new waiver was designed to prepare California's health care delivery systems for the implementation of major components of federal Health Care Reform. This waiver will allow the Department to make significant investments to expand capacity and services in anticipation of Health Care Reform. The waiver will provide \$39.5 million in increased funding from a Delivery System Reform Incentive Pool (DSRIP) to achieve milestones such as increased timely access to care and improved health outcomes. These dollars will allow the Department to expand clinic hours, increase access to specialty care and continue integration of Primary Care and Behavioral Health, among other system improvements. In order to meet these system requirements, the Department's budget includes 49 new full-time equivalent positions (30 of which will be working in Primary Care services), fully funded with federal dollars.

In addition, the Waiver's Low Income Health Program (LIHP) will provide \$4 million in funding tied to expanding access to care and/or coverage to for uninsured adults formerly part of the federal Health Care Coverage Initiative.

TRANSITION TO ELECTRONIC MEDICAL RECORDS

Federal Stimulus funding will also allow the Department to begin to transition to using electronic medical records. Projected at \$9.9 million for Fiscal Year 2011-12, federal funding is tied to achieving meaningful use of electronic medical records over the next several years to improve the quality of care and health outcomes. In Fiscal Year 2011-12, the Department will make improvements in technology and service delivery in light of this shift towards electronic medical records. This investment will assist the Department in improving the quality of its services as it works towards fully implementing Health Reform.

USE ADDITIONAL REVENUE FOR MENTAL HEALTH SERVICES

In addition to federal dollars for Health Reform, the Department is projecting to receive additional State revenue associated with mental health services. The State Department of Health Care Services is submitting a request to the federal government that will allow public entities to draw down federal financial participation (FFP) dollars for the difference between the State reimbursements and the actual cost of providing mental health care under Short Doyle Medi-Cal for Mental Health. This amendment to the current plan is expected to be retroactive to January 2009 and once approved by the federal government will provide DPH with \$18.5 million in one-time revenues for prior year costs, and an additional \$8 million per year on an on-going basis.

CONTINUE TO CARE FOR THE UNINSURED - HEALTHY SAN FRANCISCO

The Mayor's proposed budget fully funds the City's landmark universal health care program, Healthy San Francisco (HSF). Launched in 2007, HSF provides universal, comprehensive, affordable health care to uninsured adults. As of May 2011, 54,500 uninsured San Francisco adults were enrolled in HSF. During Fiscal Year 2010-11, the Department expanded the number of primary care medical homes (where participants receive access to primary and preventive care) in the HSF network with the inclusion of BAART Community Health Care and Brown & Toland Physicians - California Pacific Medical Center. In Fiscal Year 2010-11, Healthy San Francisco was named by the Ash Center for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University, as one of the Top 25 programs in the Innovations in American Government Award competition. In Fiscal Year 2011-12, the Department will finalize its formal evaluation of Healthy San Francisco and transition some participants to new federally-funded programs in preparation for federal Health Reform implementation. The budget includes over \$1 million in additional funding to expand the delivery system and improve care for participants.

SUPPORT LONG TERM CARE

The new Laguna Honda Hospital opened in December of 2010. This facility is among the most innovative, technologically advanced, efficient, flexible and humane hospitals in the world. The staffing structure of the hospital has changed to support the transition from an outdated ward layout to a state-of-the-art facility focused on providing rehabilitation and a continuum of care. The Fiscal Year 2011-2012 budget includes \$1.2 million to complete the transition of patient care, information systems, and facility maintenance in this unique facility.

INCREASE SUPPORTIVE HOUSING

The Department's Housing and Urban Health section continues to develop innovative supportive housing options for persons in need of residential environments that include on-site health and social services.

During Fiscal Year 2011-12, the Department will help open 247 housing units, including a new construction project located in Hayes Valley known as the Drs. Julian and Raye Richardson Apartments. This new project, developed by Community Housing Partnership, will include 120 units of supportive housing for chronically homeless people.

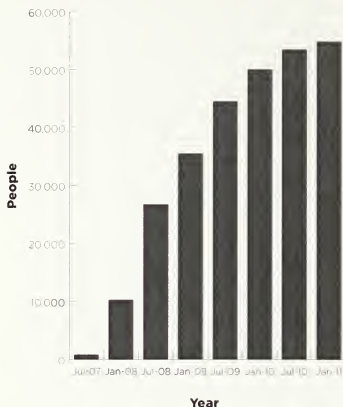
In the following two fiscal years, the Department will assist in bringing on an additional 360 units of high quality housing units for people who have been homeless as well as people exiting higher levels of care.

REDUCE EXISTING COSTS

While DPH made every effort to maximize current revenues as well as cultivate new revenue sources, some expenditure reductions were necessary to address the City's \$306 million deficit. The Mayor's budget avoids \$5.4 million in proposed service reductions at DPH. However, \$3.4 million in expenditure reductions to non-residential substance abuse and mental health programs were necessary to help balance the budget. These reductions were developed as part of the community collaborations described above. To preserve revenue and minimize services impacts, reductions were applied to unmatched General Fund programs so that spending reductions would not result in a loss of state and federal matching revenue. Service providers working in HIV Prevention, HIV Health Services, Community Health Promotion and Prevention and Maternal and Child Adolescent Health were excluded from the reductions. Additionally, no reductions were made to prevention programs.

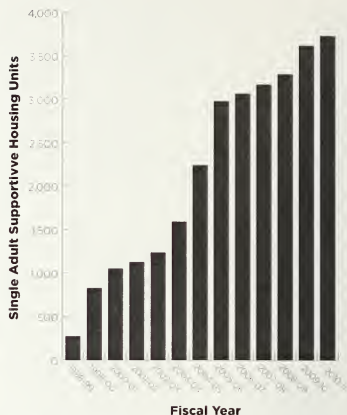
During the coming year, DPH will transition to a new model for providing security at its hospitals and clinics. Beginning in December, the Department will use an outside contractor at San Francisco General and Laguna Honda Hospital to provide security instead of staff from the Sheriff's Department. This change will both lower costs for DPH and allow Deputy Sheriffs to be reassigned to City jails, in anticipation of the State's public safety realignment program. The Department has proposed similar changes in past budgets, but the Mayor's proposed Fiscal Year 2011-12 budget includes a scaled-down version of the proposal in order to ensure that it can be accomplished without any current employees losing their jobs with the City. The proposal will save \$2 million in Fiscal Year 2011-12 and up to \$4 million per year going forward in addition to further cost savings in the Sheriff's Department from the overtime reductions. The savings from this proposal allows the Department to avoid further reductions to its substance abuse and mental health programs.

Healthy San Francisco End-of-Month Enrollment (July 2007 - April 2011)



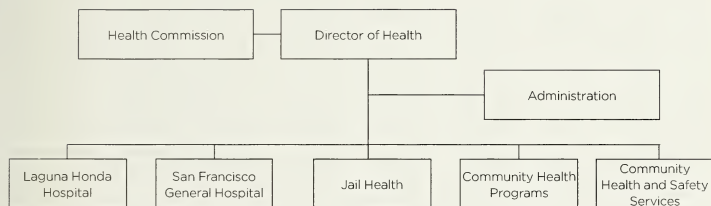
Currently, over 54,500 of the estimated 64,000 uninsured are enrolled in Healthy San Francisco. Because HSF is a voluntary program, it is not anticipated that all uninsured adults will enroll in the program.

Cumulative Total Number of General Funded Single Adult Supportive Housing Units



Since 1999, the number of supportive housing units in San Francisco has increased by more than 2,900 units. This graph includes housing units at both the Department of Public Health and Human Services Agency.

PUBLIC HEALTH



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	5,898.01	5,761.18	5,786.42	25.24	0%
Non-operating Positions (cap/other)	(60.05)	(65.11)	(65.34)	(0.23)	0%
Net Operating Positions	5,837.96	5,696.07	5,721.08	25.01	0%
SOURCES					
Licenses & Fines	9,451,337	9,050,556	9,325,128	274,572	3%
Use of Money or Property	735,302	721,583	814,240	92,657	13%
Intergovernmental Revenue - Federal	80,566,267	101,444,699	91,422,458	(10,022,241)	(10%)
Intergovernmental Revenue - State	261,150,833	314,110,376	314,708,836	598,460	0%
Charges for Services	621,061,341	725,112,745	744,191,073	19,078,328	3%
Other Revenues	18,989,076	24,238,379	24,277,657	39,278	0%
Transfers In	85,653,404	118,496,194	156,427,959	37,931,765	32%
Expenditure Recovery	27,809,864	31,093,990	29,331,764	(1,762,226)	(6%)
Transfer Adjustments-Sources	(80,897,779)	(118,496,194)	(156,427,959)	(37,931,765)	32%
Use of / (Deposit to) Fund Balance	37,402,441	60,000	0	(60,000)	(100%)
General Fund Support	316,253,677	255,025,751	359,296,118	104,270,367	41%
Sources Total	1,378,175,763	1,460,858,079	1,573,367,274	112,509,195	8%
USES - OPERATING EXPENDITURES					
Salaries & Wages	540,928,341	510,039,984	527,689,567	17,649,583	3%
Fringe Benefits	193,757,766	214,548,931	228,631,702	14,082,771	7%
Overhead	1,769,451	1,754,653	1,518,225	(236,428)	(13%)
Professional & Contractual Services	472,605,595	560,016,751	630,679,047	70,662,296	13%
Aid Assistance / Grants	2,653,358	0	0	0	N/A
Materials & Supplies	89,092,745	88,212,529	93,389,940	5,177,411	6%
Equipment	1,651,613	2,153,329	2,581,670	428,341	20%
Debt Service	0	12,758,226	1,704,013	(11,054,213)	(87%)
Services of Other Departments	70,998,663	67,393,676	70,125,204	2,731,528	4%
Transfers Out	80,897,779	118,496,194	156,427,959	37,931,765	32%
Transfer Adjustments-Uses	(80,897,779)	(118,496,194)	(156,427,959)	(37,931,765)	32%
Uses - Operating Expenditures Total	1,373,457,532	1,456,878,079	1,556,319,368	99,441,289	7%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	850,349	2,395,000	2,395,000	0	0
Capital Renewal	0	1,585,000	3,000,000	1,415,000	89%
Capital Projects	3,867,882	0	11,652,907	11,652,907	N/A
Uses - Project Expenditures Total	4,718,231	3,980,000	17,047,907	13,067,907	N/A
USES BY PROGRAM RECAP					
Central Administration	68,777,937	96,804,944	140,528,196	43,723,252	45%
Children's Baseline	37,642,042	46,808,350	45,691,642	(1,116,708)	(2%)
Comm Hlth - Comm Support - Housing	26,456,501	20,771,144	22,278,869	1,507,725	7%
Comm Hlth - Prev - Maternal & Child Hlth	19,784,829	25,116,453	25,684,427	567,974	2%
Comm Hlth - Prevention - Aids	52,665,304	59,242,697	69,065,278	9,822,581	17%
Comm Hlth - Prevention - Disease Control	21,239,317	21,383,192	20,274,991	(1,108,201)	(5%)

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Comm Hlth - Prevention - Hlth Education	5,360,235	5,152,775	5,259,999	107,224	2%
Emergency Services Agency	1,091,362	1,285,828	1,597,375	311,547	24%
Environmental Health Services	18,260,240	17,278,171	18,308,599	1,030,428	6%
Forensics - Ambulatory Care	28,806,030	26,961,574	27,631,932	670,358	2%
Health At Home	7,238,138	5,655,521	5,898,781	243,569	4%
Laguna Honda - Long Term Care	164,118,753	176,678,921	184,503,738	7,824,817	4%
Laguna Honda Hosp - Acute Care	2,612,084	3,384,761	3,500,602	115,841	3%
Laguna Honda Hosp - Comm Support Care	0	298	0	(298)	(100%)
Mental Health - Acute Care	1,955,749	3,462,797	3,462,797	0	0
Mental Health - Children's Program	34,436,198	38,634,464	39,421,334	786,870	2%
Mental Health - Community Care	157,156,336	156,531,815	148,056,569	(8,475,246)	(5%)
Mental Health - Long Term Care	22,263,754	26,968,759	27,981,497	1,012,738	4%
Occupational Safety & Health	1,616,076	1,728,066	1,765,991	37,925	2%
Other Programs	308,728	0	0	0	N/A
Primary Care - Ambu Care - Health Cntrs	53,356,474	57,704,870	60,754,041	3,049,171	5%
SFGH - Acute Care - Forensics	1,961,009	3,303,074	3,389,831	86,757	3%
SFGH - Acute Care - Hospital	478,274,557	502,704,646	555,160,647	52,456,001	10%
SFGH - Acute Care - Psychiatry	30,314,844	25,582,722	26,162,681	579,959	2%
SFGH - Ambu Care - Adult Med Hlth Cntr	30,078,246	23,448,976	24,199,624	750,648	3%
SFGH - Ambu Care - Methadone Clinic	1,606,113	1,654,464	1,579,131	(75,333)	(5%)
SFGH - Ambu Care - Occupational Health	3,084,184	2,465,053	2,402,970	(62,083)	(3%)
SFGH - Emergency - Emergency	27,229,261	22,452,550	22,810,163	357,613	2%
SFGH - Emergency - Psychiatric Services	6,052,913	8,667,663	8,908,311	240,648	3%
SFGH - Long Term Care - Rf Psychiatry	15,280,821	16,318,498	16,504,542	186,044	1%
Substance Abuse - Community Care	59,147,728	62,705,342	60,582,717	(2,122,625)	(3%)
Uses by Program Recap Total	1,378,175,763	1,460,858,079	1,573,367,275	112,509,196	8%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
COMM HLTH - COMM SUPPORT - HOUSING				
Increase the number of supportive housing units				
Number of bed slots in housing programs	2,223	2,328	2,182	2,414
Number of primary care visits provided to supportive housing clients at Housing & Urban Health Clinics	9,388	8,700	8,700	8,700
Number of unduplicated clients served in supportive housing	1,288	1,240	1,240	1,240
Increase attention to social and economic factors that affect health status				
Number of unduplicated clients served by housing and housing-related programs	6,659	6,000	6,000	6,000
COMM HLTH - PREV - MATERNAL & CHILD HLTH				
Increase the number of breastfed infants in the Women, Infants and Children (WIC) program				
Percentage of breastfed infants participating in the WIC program per month	57%	65%	65%	67%
COMM HLTH - PREVENTION - BEHM				
Protect and respond to the environmental health of San Francisco residents				
Percentage of environmental health complaints abated	84%	78%	78%	78%
COMM HLTH - PREVENTION - HLTH EDUCATION				
Decrease injury and disease among San Francisco residents				
Number of children who receive dental screening, fluoride varnish, education or sealant	7,335	4,000	6,000	5,000
Number of immunizations provided to children	21,765	20,000	24,000	23,000
Number of immunizations provided to adults	14,677	12,000	18,000	16,000
FORENSICS - AMBULATORY CARE				
Provide continuity of care for recipients of DPH services				
Number of jail health screenings	21,033	23,000	19,000	19,000
LAGUNA HONDA - LONG TERM CARE				
Improve health outcomes among San Francisco residents				
Number of long-term patient days at LHH	276,663	266,085	272,738	271,560
Percentage of new admissions to LHH who are homeless	11%	12%	9%	10%
MENTAL HEALTH - CHILDREN'S PROGRAM				
Increase the number of high-risk children served in mental health treatment settings				
San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	5,293	5,000	5,000	5,000
MENTAL HEALTH - COMMUNITY CARE				
Provide clinical services to target populations				
Number of unique mental health clients in treatment	25,502	24,000	24,000	24,000
Percentage of new mental health clients who are homeless	21%	20%	20%	20%
PRIMARY CARE - AMBU CARE - HEALTH CNTRS				
Provide clinical services to target populations				
Percentage of patients who are uninsured	46%	45%	43%	43%
Percentage of patients who are homeless	10%	9%	9%	9%
Percentage of outpatient visits by uninsured patients	37%	35%	35%	35%
Percentage of outpatient visits by homeless patients	8%	8%	8%	8%
Number of Healthy San Francisco participants	53,428	60,000	57,000	60,500
Percentage of Healthy San Francisco participant complaints resolved within 60 days	96%	85%	85%	85%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
SFGH - ACUTE CARE - HOSPITAL				
Provide clinical services to target populations				
Number of hospital medical/surgical inpatient days at SFGH	79,343	80,000	80,000	80,000
Uninsured medical/surgical inpatient days as a percentage of total medical/surgical inpatient days	20%	21%	21%	21%
Homeless outpatient visits as a percentage of total visits	6%	5%	5%	5%
SUBSTANCE ABUSE - COMMUNITY CARE				
Provide substance abuse treatment services				
Number of unique substance abuse clients in treatment	9,441	9,000	9,000	9,000
Percentage of homeless clients among substance abuse treatment admissions	45%	50%	50%	50%
Ensure a high level of customer satisfaction				
Percentage of client satisfaction surveys completed	n/a	65%	65%	65%
Percentage of clients responding to surveys that report satisfaction with quality of services	n/a	85%	85%	85%

PUBLIC LIBRARY

To provide free and equal access to information, knowledge, independent learning and the joys of reading for our diverse community.

SERVICES

The Public Library, through the main library, twenty-seven branch libraries, and five bookmobiles, provides a full array of public library services and programs. In addition to information services and access to an in-depth collection of books, periodicals, government documents, audio-visual materials, and electronic resources, the Library offers special programming that includes:

- Children's reading and literacy programs;
- Project Read, an adult literacy program;
- Mobile outreach programs via kidsmobile, Library on Wheels for seniors, Branch and Treasure Island bookmobiles;

- Jobs & Careers Center materials, assistance, and instruction;
- The Youth Guidance Center and Log Cabin Ranch Libraries;
- Public computers, software, and internet access; and
- Numerous exhibits, lectures and author readings that are free to the public.

For more information call 415-557-4400 or 311; or visit www.sfpl.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	80,002,302	83,436,770	86,814,022	3,377,252	4%
Total FTE	649	645	630	(15)	(2%)

BUDGET ISSUES AND DETAILS

The Public Library (Library) proposes a \$86.8 million budget in Fiscal Year 2011-12, which represents a 4 percent increase from its Fiscal Year 2010-11 budget due to increased demand for library services and resources. Areas of greatest demand include: free access to information and resources, books, periodicals and databases, historical materials, audiovisual materials, staff assistance and instruction, research, literacy activities, public technology and access to the Internet.

The Library's budgetary priorities in Fiscal Year 2011-12 include: maintaining current operating hour levels citywide; developing strong and relevant library collections; supporting literacy and diversity programs; enhancing public technology and implementation of a digital services plan; supporting workforce development programs; completing 92 percent of the Branch Library Improvement (BLIP) capital program; and a continued commitment to public safety and accessibility in library facilities.

The Library expects better property tax revenue and an increase in its General Fund baseline. However, the Governor's budget recommends total elimination of the \$30.4 million in state library aid which represent a \$496,000 cut for the Library. The Legislative Budget Committee recommended restoring \$15.2 million of the cut which depending on the final outcome of the state budget, would represent a reduction ranging from \$25,000 to \$496,000 from the public library fund, adult literacy and inter-library loan funding.

PROGRAMMATIC DETAILS

Direct Public Service and Public service support constitute 77.3 percent of the Library's budget. Collection efforts, including \$9.1 million to purchase books and other materials for the collection, represent 16.4 percent of Library expenditures. Administration accounts for the remaining 6.3 percent of costs. The budget supports 632.24 FTE. Staffing costs represent 73.2 percent of Library expenditures.

The proposed Fiscal Year 2011-12 budget supports the Department's priorities, as follows:

Maintaining Public Operating Hours at all Libraries

By reorganizing staffing resources in branches, in the Main Library, and support services, the Library will be able to achieve modest savings, through holding positions vacant, while still maintaining operating hours, preserving core services, and reopening three branch libraries following capital improvements.

Providing Access to Strong and Relevant Library Collections in all Formats

The Library will continue to implement efficiencies in collection management, with the goal of increasing public access and decreasing staff handling of materials, without increased budget resources. To meet increased demand for online digital content, the Library plans to use existing systems to improve access via catalog discovery tools, universal search, and mobile device capabilities.

In addition, a project funded through grant funding (Bay Area Library and Information Services grant) and supported by partnerships with UCSF, the Department of Emergency Management, and the Mayor's Office of Neighborhood Services, will facilitate the creation of online learning tools focusing on high-demand job search, small business, and civic literacy resources.

Offering Programs that Support Literacy and Diversity

The Library will re-launch its Volunteer Services Program, which has been inactive for three years due to a loss in staff resources to manage the program. Services that support seniors will be funded through an Osher Foundation grant in 2011-12.

Because of branch library re-openings, the Library will reduce a programmatic work order with the Recreation and Parks Department (RPD) to support literacy-based services and library resource awareness in RPD programs for children and seniors, as well as additional program space for library events during branch capital-related closures. The Library will evaluate the programmatic outreach partnership following major activities planned during the summer of 2011.

The Library was re-categorized in 2011 as a tier 1 department per the Language Access Ordinance (LAO) that mandates translation and multilingual services based upon population density in international languages. To ensure compliance with LAO requirements, the Library's budget reflects an increase for print translation services.

Enhancing Public Technology and Implementing Digital Services

In Fiscal Year 2011-12 the Library will spend an additional \$804,000 for the following projects:

- A 21 percent increase in the number of Public access computers and laptops as part of the Branch Library Improvement Program. The Library will expand the laptop lending program, continue the program to replace public use PC's, and improve public access to online resources.

- Enhance the Library's wireless connectivity, bandwidth and technology infrastructure to ensure and enhance public access to online resources.

Supporting Workforce Development

The Library plays an active role in workforce development through programs and services that provide career and educational opportunities for San Francisco residents. For instance, Project Read, the Library's adult literacy program, teaches basic reading skills to over 200 participants annually. The Main Library Job Seekers Lab, providing access to a broad range of technology resources on employment opportunities, resume writing workshops, and assistance with preparing online job applications, will be enhanced through the addition of volunteer resume coaches. The Job and Careers Center is also accessible seven days a week at the Main Library with materials and practical information on job-hunting skills, choosing an occupation, education resources and employment agencies.

The Library provides funding support for the Writer's Corps and Youth Works programs that develop essential skills in writing, communication, and basic job readiness for teens. Along with these programs and services, the Library will forge active partnerships with SF Hope, the Housing Authority, the Office of Economic and Workforce Development, and other agencies to foster a collaborative approach to workforce development.

Achieving 92 percent Completion of the Branch Library Improvement (BLIP) Capital Program

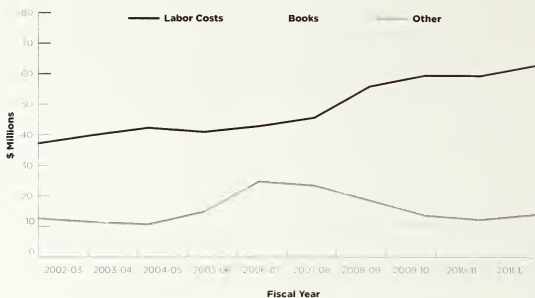
By September 2011, the BLIP will have made significant progress with 22 branches completed and opened to the public, completion of the support services facility, one project under construction, and one project remaining in design. In 2009, the Library issued one sale of lease revenue bonds to fund the completion of the BLIP; the department's Fiscal Year 2011-12 operating budget includes an annual \$2.5 million payment toward retiring that debt.

In Fiscal Year 2011-12, work order amounts for building repair, maintenance and energy service have increased, reflecting the greater square footage and increased usage of library facilities. Additionally, the cost of maintenance contracts for existing building systems have also increased. To meet these needs the budget includes an additional \$452,000. Although not included in the Library's budget, the Library will pursue grant funding opportunities during the year to facilitate planning for a Teen Center at the Main Library.

Continuing Commitment to Public Safety and Accessibility in Library Facilities

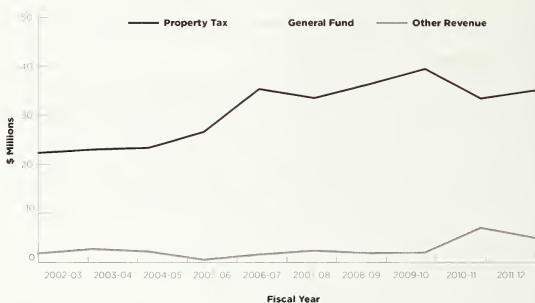
The Library plans to sustain partnerships with the Department of Public Health and SF Police Department, while achieving savings through incremental work order reductions. ADA accessibility will be enhanced through improved buildings, coordination of oversight at each location, and accessibility toolkits for all locations.

Budget Expenditures by Fiscal Year



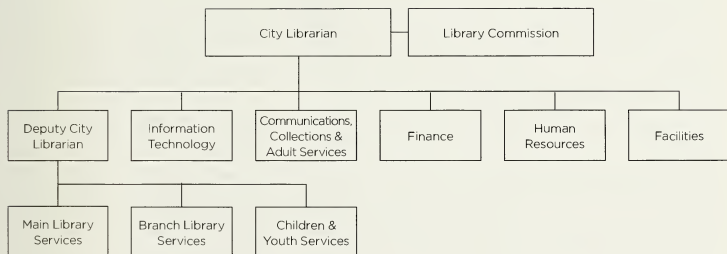
The Department expects continued increases in labor costs, while other expenses decrease. As more branch libraries reopen in Fiscal Year 2011-12, labor costs will increase further.

Resources by Fiscal Year and Source



The Department expects modest growth in property tax revenue in Fiscal Year 2011-12 as well as an increase in its General Fund baseline. However, the Library will see declines in other revenue as a result of state funding reductions.

PUBLIC LIBRARY



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	649.31	645.37	630.24	(15.13)	(2%)
Net Operating Positions	649.31	645.37	630.24	(15.13)	(2%)
SOURCES					
Local Taxes	37,054,607	34,237,000	35,565,000	1,328,000	4%
Use of Money or Property	1,010,430	660,400	646,688	(13,712)	(2%)
Intergovernmental Revenue - Federal	(134,498)	0	8,000	8,000	N/A
Intergovernmental Revenue - State	644,224	574,665	468,236	(106,429)	(19%)
Charges for Services	899,085	709,800	1,000,800	291,000	41%
Other Revenues	609,610	15,000	349,000	334,000	N/A
Transfers In	212,435	0	0	0	N/A
Expenditure Recovery	50,272	54,363	54,363	0	0
Transfer Adjustments-Sources	(212,435)	0	0	0	N/A
Use of / (Deposit to) Fund Balance	1,968,088	3,671,542	1,441,935	(2,229,607)	(61%)
General Fund Support	41,661,550	43,514,000	47,280,000	3,766,000	9%
Sources Total	83,763,368	83,436,770	86,814,022	3,377,252	4%
USES - OPERATING EXPENDITURES					
Salaries & Wages	40,633,352	40,086,519	41,125,247	1,038,728	3%
Fringe Benefits	16,963,669	22,140,266	22,638,290	498,024	2%
Overhead	986	2,801	3,804	1,003	36%
Professional & Contractual Services	5,216,193	5,232,790	5,994,890	762,100	15%
Materials & Supplies	11,411,427	10,587,101	11,193,185	606,084	6%
Equipment	326,066	0	187,615	187,615	N/A
Services of Other Departments	5,450,609	5,387,293	5,670,991	283,698	5%
Transfers Out	212,435	0	0	0	N/A
Transfer Adjustments-Uses	(212,435)	0	0	0	N/A
Uses - Operating Expenditures Total	80,002,302	83,436,770	86,814,022	3,377,252	4%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	52,453	0	0	0	N/A
Capital Projects	3,708,613	0	0	0	N/A
Uses - Project Expenditures Total	3,761,066	0	0	0	N/A
USES BY PROGRAM RECAP					
Adult Services	536,122	400,000	400,000	0	0
Branch Program	21,555,033	18,188,607	17,976,366	(212,241)	(1%)
Children's Baseline	8,359,479	7,700,478	8,773,216	1,072,738	14%
Children's Services	1,138,131	1,003,119	1,009,677	6,558	1%
Communications, Collections & Adult Serv	9,648,032	8,446,841	7,885,062	(561,779)	(7%)
Facilities	10,007,441	11,004,162	11,822,106	817,944	7%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Information Technology	4,644,382	4,462,819	5,505,498	1,042,679	23%
Library Administration	7,103,480	10,433,442	11,602,317	1,168,875	11%
Main Program	16,011,887	15,988,416	16,326,590	338,174	2%
Technical Services	4,759,381	5,808,886	5,513,190	(295,696)	(5%)
Uses by Program Recap Total	83,763,368	83,436,770	86,814,022	3,377,252	4%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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BRANCH PROGRAM

Meet citizens' needs in quantity and availability of library collections at the branch libraries

Circulation of materials at branch libraries	7,870,578	6,653,000	7,747,800	8,135,190
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Provide hours of operation at the branch libraries that respond to user demand

Weekly hours of operation in the branch libraries	1,015	1,240	1,095	1,232
Number of persons entering branch libraries	4,673,168	3,800,000	4,000,000	4,400,000

Ensure customer satisfaction with services at the branch libraries

Number of questions answered annually	1,289,391	1,300,000	1,000,000	1,200,000
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Ensure that all library facilities are safe, accessible and sustainable public spaces

Percentage of branch libraries that are seismically upgraded, moved from leased to permanent spaces, and made ADA compliant	62%	93%	85%	93%
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CHILDREN & YOUTH SERVICES (CYS)

Provide high quality programs for children and youth

Number of programs provided	4,864	4,720	4,720	4,730
Number of children and youth attending programs	206,642	205,000	205,000	208,000

COMMUNICATIONS & ADULT SERVICES (CAS)

Provide for and inform the public on high quality educational and cultural programs and services offered by the library

Number of people attending adult programs	52,413	50,000	50,000	45,000
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INFORMATION TECHNOLOGY

Meet patron needs for access to technology

Number of public computers available for use	740	900	900	950
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MAIN PROGRAM

Meet citizens' needs in quantity and availability of library collections at the Main Library

Circulation of materials at Main Library	2,979,004	3,110,520	2,700,000	2,500,000
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Provide hours of operation at the Main Library that respond to user demand

Weekly hours of operation at the Main Library	60	60	60	60
Number of persons entering the Main Library	2,311,711	2,369,000	2,369,000	2,000,000

Ensure customer satisfaction with services at the Main Library

Number of questions answered annually at the Main Library	951,310	875,000	875,000	835,000
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PUBLIC UTILITIES COMMISSION

To provide our customers with high quality, efficient and reliable water, power and wastewater services in a manner that values environmental and community interests and sustains the resources entrusted to our care.

SERVICES

The San Francisco Public Utilities Commission (SFPUC) consists of the Water Enterprise, Wastewater Enterprise, Hetch Hetchy Water & Power and the SFPUC Bureaus.

WATER ENTERPRISE is responsible for collecting, treating and distributing 250 million gallons of water per day to 2.5 million people, including retail customers in the City and 27 wholesale customers located in San Mateo, Santa Clara, and Alameda Counties. Retail customers include residential, commercial, industrial and governmental users. The Water Enterprise operates and maintains the following:

	Regional Water System	In-City Water Delivery System
Pipelines	280 miles	1,250 miles
Tunnels	60 miles	NA
Pump Stations	5	12
Reservoirs and/or Water Tanks	11	12/9
Treatment Plants	2	NA

WASTEWATER ENTERPRISE collects, transmits, treats, and discharges sanitary and stormwater flows generated within the City for the protection of public health and environmental safety. This involves operating, cleaning and maintaining 933 miles of city sewers, 27 pump stations,

three wastewater treatment plants and responding to sewer-related service calls. The Wastewater Enterprise serves approximately 150,000 residential accounts, which discharge about 19 million units of sanitary flow per year (measured in hundreds of cubic feet, or ccf) and approximately 22,000 non-residential accounts, which discharge about 9.2 million units of sanitary flow per year.

HETCH HETCHY WATER AND POWER operates the collection and conveyance of approximately 85 percent of the City's water supply and the generation and transmission of electricity from that source. Approximately 63 percent of the electricity generated by Hetch Hetchy Water and Power is used by the City's municipal customers. The balance of electricity generated is sold to other publicly-owned utilities, such as the Turlock and Modesto Irrigation Districts. Hetch Hetchy Water and Power includes a system of reservoirs, hydroelectric power plants, aqueducts, pipelines, and transmission lines, carrying water and power from the Sierra Nevada to customers in the City and portions of the surrounding San Francisco Bay Area.

SFPUC BUREAUS provide infrastructure planning, managerial and administrative support for all SFPUC operations.

For more information, call (415) 554-3155 or 311; or visit www.sfwater.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	2012-13 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	501,378,787	761,534,097	824,028,814	872,842,514	62,494,717	8%
Total FTE	1,549	1,584	1,627	1,629	43	3%

BUDGET ISSUES AND DETAILS

The San Francisco Public Utilities Commission (SFPUC) Fiscal Year 2011-12 budget request continues to support the Commission's strategic goals to provide high quality services; plan for the future; promote a green and sustainable city; engage SFPUC's public and invest in our communities; and invest in SFPUC's people. Compared to the Fiscal Year 2010-11 adopted budget, this request is eight percent higher mainly due to increased debt service costs for both the Water and Wastewater Enterprises, salary and benefits, overhead, and capital projects. This budget continues to prioritize and provide funding that ensures system reliability, regulatory compliance, resource sustainability, health and safety, community benefits and jobs, as well as environmental justice and stewardship. All SFPUC utilities prioritize around-the-clock, 24/7 operations and essential service delivery to meet our customers' water, power and sewer service needs.

WATER ENTERPRISE

The Water Enterprise is prioritizing completion of the rebuild and retrofit of the Hetch Hetchy Water System (i.e. the Water System Improvement Program, WSIP) by 2015 and operationally integrating completed projects into the system; continuing water conservation efforts; completion of the retrofit/replacement of the 180,000 visual-read water meters with automated-read water meters, completion of the new 525 Golden Gate SFPUC Headquarters building, and providing long-term stewardship of natural resources while ensuring excellent water quality.

WASTEWATER ENTERPRISE

Wastewater Enterprise priorities include the planning and implementation of the Sewer System Improvement Program (SSIP) and continued effort on infrastructure asset condition assessment to ensure sound operational focus on system components with the most need. The SSIP is a series of capital improvement projects focused on wastewater system upgrades and preparedness to meet both present and future needs of San Francisco, including Treasure Island. Projects will increase sewer system reliability and future sustainability consistent with the SFPUC's endorsed goals and levels of service for the wastewater system.

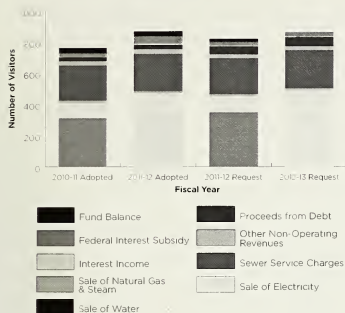
HETCH HETCHY

Hetch Hetchy priorities include completion of condition assessments for upcountry water facilities and rehabilitation of the power system, support of the Bay-Delta & Federal Energy Regulatory Commission proceedings, compliance with regulatory requirements, constructive engagement with regulators, legislators and stakeholders to keep apprised of market and policy conditions to ensure protection of San Francisco customers' interests, promotion of a green and sustainable San Francisco through power generation optimization from the Hetch Hetchy project; development of a diverse portfolio of resources; a complementary and energy-saving LED streetlight conversion program; and implementation of CleanPowerSF, our community choice aggregation program.

COMMUNITY BENEFITS PROGRAM

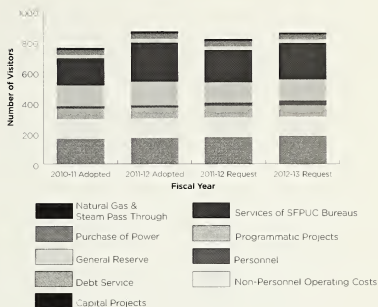
New for Fiscal Year 2011-12 is the community benefits program which is consistent with the Commission's adopted community benefits policy. The goals of the program are to: implement the environmental justice policy; develop and implement guidelines, metrics and evaluation methodologies; and develop and deploy effective communication strategies. The priorities include working with city partners to implement the local hiring policy; bolstering programs such as BAYWORK, the Bay Area Workforce Development Collaborative of water and wastewater utilities in six Bay Area counties; and piloting initiatives that maximize job opportunities. Additionally, the commission is maximizing Local Business Enterprise utilization; partnering with the San Francisco Unified School District, City College, SF State and community-based organizations to educate the public and youth about the SFPUC work; bolstering existing programs, Earth Stewards Programs and SAGE/Sunol AgPark; launching Contractors Assistance Center; and developing land use policy along with central coordination of the SFPUC's vital natural resources. Three new positions are requested to deliver community benefits program initiatives.

Sources of Funds



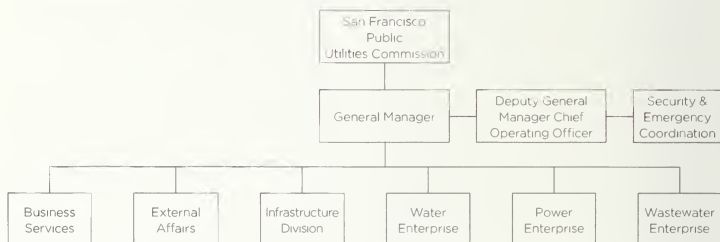
The San Francisco Public Utilities Commission will see an overall revenue decrease in Fiscal Year 2011-12 of \$50 million, mainly due to a decrease in water sales revenue, use of fund balance, and a lower federal interest subsidy.

Uses of Funds



The proposed budget for Fiscal Year 2011-12 includes an increase of \$63 million over the prior year.

PUBLIC UTILITIES COMMISSION



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-211	2011-12			2012-13		
	Actual	Original	Proposed	Chg from 2010-11	% Chg 2010-11	Proposed	Chg from 2010-11	% Chg 2011-12
AUTHORIZED POSITIONS								
Total Authorized	2,154.29	2,185.29	2,232.18	46.89	2%	2,234.39	2.21	0%
Non-operating Positions (cap/other)	(604.89)	(601.44)	(605.27)	(3.83)	1%	(605.50)	(0.23)	0%
Net Operating Positions	1,549.40	1,583.85	1,626.91	43.06	3%	1,628.89	1.98	0%
SOURCES								
Licenses & Fines	123,006	0	0	0	N/A	0	0	N/A
Use of Money or Property	13,264,861	18,073,700	15,945,357	(2,128,343)	(12%)	16,078,464	133,107	1%
Intergovernmental Revenue - State	0	0	(30,000,000)	(30,000,000)	N/A	0	30,000,000	(100%)
Charges for Services	539,057,327	623,232,644	669,679,719	46,447,075	7%	716,690,948	47,011,229	7%
Other Revenues	40,304,709	57,610,102	119,185,993	61,575,891	N/A	105,703,546	(13,482,447)	(11%)
Transfers In	101,988,326	167,848,387	156,519,682	(11,328,705)	(7%)	150,520,324	(5,999,358)	(4%)
Expenditure Recovery	161,399,355	226,120,392	237,943,327	11,822,935	5%	252,075,911	14,132,584	6%
Transfer Adjustments-Sources	(191,300,764)	(365,941,064)	(367,041,817)	(1,100,753)	0%	(370,957,204)	(3,915,387)	1%
Use of / (Deposit to) Fund Balance	(163,697,884)	34,589,936	21,796,553	(12,793,383)	(37%)	2,730,525	(19,066,028)	(87%)
General Fund Support	239,851	0	0	0	N/A	0	0	N/A
Sources Total	501,378,787	761,534,097	824,028,814	62,494,717	8%	872,842,514	48,813,700	6%
USES - OPERATING EXPENDITURES								
Salaries & Wages	159,106,383	186,403,448	189,625,654	3,222,206	2%	198,412,172	8,786,518	5%
Fringe Benefits	55,722,737	68,808,003	79,907,694	11,099,691	16%	88,834,605	8,926,911	11%
Overhead	2,140,158	3,891,114	5,839,300	1,948,186	50%	5,839,300	0	0
Professional & Contractual Services	155,812,988	178,070,588	184,905,621	6,835,033	4%	184,640,135	(265,486)	0%
Aid Assistance / Grants	1,590,507	1,470,000	1,580,000	110,000	7%	1,580,000	0	0
Materials & Supplies	25,724,433	26,173,311	21,293,423	(4,880,888)	(19%)	27,229,885	(5,538)	0%
Equipment	6,960,566	7,182,583	6,208,114	(974,469)	(14%)	5,860,685	(357,429)	(6%)
Debt Service	421,667	181,617,216	215,210,624	33,593,408	18%	253,242,634	38,032,010	18%
Services of Other Departments	118,849,433	136,124,669	148,618,921	12,494,252	9%	152,370,928	3,752,007	3%
Transfers Out	101,988,326	169,223,009	156,532,682	(12,690,327)	(7%)	150,520,324	(6,012,358)	(4%)
Budgetary Reserves	0	21,933,961	17,610,826	(4,323,135)	(20%)	14,264,618	(3,346,208)	(19%)
Transfer Adjustments-Uses	(191,300,764)	(365,941,064)	(367,041,817)	(1,100,753)	0%	(370,957,204)	(3,915,387)	1%
Uses - Operating Expenditures Total	437,016,434	614,956,838	666,233,042	51,276,204	8%	711,828,082	45,995,040	7%
USES - PROJECT EXPENDITURES								
Facilities Maintenance	2,143,621	13,858,214	14,425,186	566,972	4%	23,727,932	9,302,746	64%
Capital Renewal	0	86,928,045	104,326,086	17,398,041	20%	125,385,500	21,059,414	20%
Capital Projects	62,218,732	45,791,000	39,044,500	(6,746,500)	(15%)	11,501,000	(27,143,500)	(70%)
Uses - Project Expenditures Total	64,362,353	146,577,259	157,795,772	11,218,513	8%	161,014,432	3,218,660	2%
USES BY PROGRAM RECAP								
Administration	97,005,762	100,184,259	112,020,257	11,835,998	12%	123,838,496	11,818,239	11%
Customer Services	11,172,435	11,626,697	11,996,867	370,170	3%	12,796,484	799,617	7%
Debt Service	0	179,301,410	212,923,930	33,622,520	19%	244,283,868	31,359,938	15%
Finance	8,363,644	9,830,757	10,155,781	325,024	3%	10,656,132	500,351	5%
General Management	(45,935,550)	(52,310,120)	(56,392,074)	(4,081,954)	8%	(58,997,374)	(2,605,300)	5%
Hetch Hetchy Capital Projects	35,079,488	75,327,000	74,184,500	(1,142,500)	(2%)	43,386,000	(30,798,500)	(42%)
Hetch Hetchy Power	5,316,288	0	0	0	N/A	0	0	N/A
Hetchy Water Operations	19,356,652	46,627,367	50,603,881	3,976,514	9%	52,696,132	2,092,251	4%
Human Resources	7,143,153	8,261,495	9,588,676	1,327,181	16%	9,992,827	404,151	4%
Management Information	16,569,678	19,067,986	19,893,566	825,580	4%	20,363,462	469,896	2%
Operating Reserve	0	21,933,961	17,610,826	(4,323,135)	(20%)	13,598,752	(4,012,074)	(23%)
Other Programs	73,695	0	0	0	N/A	0	0	N/A
Power Infrastructure Development	5,538,881	9,451,861	9,212,725	(239,136)	(3%)	9,433,152	220,427	2%
Power Purchasing/ Scheduling	23,098,733	42,542,924	44,758,768	2,215,844	5%	45,070,620	311,852	1%
Power Utility Field Services	1,992,489	493,319	0	(493,319)	(100%)	0	0	N/A
Power Utility Services	71,787,171	13,051,753	11,869,084	(1,182,669)	(9%)	12,403,267	534,183	5%
Strategic Planning/Compliance	6,010,505	9,528,398	10,667,171	1,138,773	12%	11,231,351	564,180	5%
Wastewater Capital Projects	0	14,067,180	30,652,450	16,585,270	N/A	32,776,000	2,123,550	7%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-211	2011-12			2012-13		
	Actual	Original	Proposed	Chg from 2010-11	% Chg 2010-11	Proposed	Chg from 2010-11	% Chg 2011-12
Wastewater Collection	29,070,559	30,377,645	30,109,997	(267,648)	(1%)	30,765,504	655,507	2%
Wastewater Disposal	3,429,539	0	0	0	N/A	0	0	N/A
Wastewater Operations	2,065,927	10,217,994	6,023,804	(4,194,190)	(41%)	2,811,484	(3,212,320)	(53%)
Wastewater Treatment	62,388,417	63,991,494	70,319,084	6,327,590	10%	71,506,867	1,187,783	2%
Water Capital Projects	30,122,314	40,840,671	38,570,330	(2,270,341)	(6%)	71,083,266	32,512,936	84%
Water Pumping	1,992,794	0	0	0	N/A	0	0	N/A
Water Source Of Supply	13,050,592	20,677,950	20,935,775	257,825	1%	21,018,303	82,528	0%
Water Transmission/ Distribution	64,791,628	49,709,395	50,390,013	680,618	1%	52,882,270	2,492,257	5%
Water Treatment	31,893,993	36,732,701	37,933,403	1,200,702	3%	39,245,651	1,312,248	3%
Uses by Program Recap Total	501,378,787	761,534,097	824,028,814	62,494,717	8%	872,842,514	48,813,700	6%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
HETCH HETCHY POWER				
Promote energy conservation				
Total number of kilowatt hours reduced	5,822,965	5,500,000	4,199,000	3,000,000
Total number of peak kilowatts reduced	1,309	1,400	668	340
Develop and implement renewable energy projects				
Increase in kilowatts per year of renewable capacity and energy (non-Hetch Hetchy generated)	0	5,414	4,970	377
Respond to streetlight and pole needs promptly				
Percent of SFPUC streetlight malfunctions (as reported by customers) repaired within two business days	71%	80%	65%	80%
Generate power to help meet the needs of the City and County of San Francisco				
Power generated to meet San Francisco's needs, in gigawatt hours (annual target set assuming average annual hydrology)	1,448	1,600	1,950	1,600
WASTEWATER OPERATIONS				
Collect wastewater in an efficient and effective fashion				
Number of catch basins inspected and cleaned	9,313	8,000	12,500	12,500
Linear feet of main collection system sewer lines inspected	695,399	660,000	844,800	844,800
Number of Fats, Oils, & Grease (FOG) inspections (to reduce sewer blockages and control odor problems)	913	1,200	1,000	1,200
Maintain the wastewater system in a state of good repair				
Percent maintenance work done that is planned vs unplanned	87%	58%	58%	85%
Percent of scheduled maintenance jobs completed within 10% of initial estimate for staff hours required	45%	40%	40%	50%
Foster Constructive Relationships with Neighborhoods and Contribute to the Community				
Percent of sewer complaints responded to in person within 8 hours	100%	100%	80%	100%

RECREATION AND PARK

To foster the well-being of San Francisco's diverse community by maintaining beautiful parks, preserving the environment and providing enriching recreational activities.

SERVICES

The Recreation and Park Department maintains more than 200 parks, playgrounds and open spaces, including: Camp Mather, the Marina Yacht Harbor, Candlestick Park, six municipal golf courses and other recreational facilities and urban forestry areas.

RECREATION provides a broad range of recreation programming in four key areas, community services, cultural arts, sports and athletics and leisure services, in 25 full-service recreation facilities and nine swimming pools across San Francisco.

GOLDEN GATE PARK manages park maintenance, the Japanese Tea Garden, Kezar Stadium, the Botanical Garden and the Conservatory of Flowers.

PARKS maintains the City's neighborhood and regional parks, natural areas and open spaces and also manages turf maintenance, golf courses and Candlestick Park.

STRUCTURAL MAINTENANCE conducts preventative maintenance and completes small capital projects throughout the Recreation and Park system.

For more information, call (415) 831-2700 or 311; or visit www.sfrecpark.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	136,555,874	127,016,118	127,921,216	905,098	1%
Total FTE	898	851	843	(7)	(1%)

BUDGET ISSUES AND DETAILS

The Fiscal Year 2011-12 \$127.9 million budget for the Recreation and Park Department is \$0.9 million more than the Fiscal Year 2010-11 budget and includes funding for 7 fewer positions. Despite significant increases in personnel costs, the Department reduced its General Fund Support by \$0.4 million through increased permit and fee revenue and use of the Recreation and Park Budget Savings Incentive Reserve.

In Fiscal Year 2011-12 the Recreation and Park Department (RPD) will continue implementation of the recreation model it introduced in September of 2010, implement a new staffing model for its aquatics program, improve park maintenance through a reorganization of custodial services and continue to focus on achieving financial sustainability. The Department will also continue park and facility renovation projects funded by the 2008 Clean and Safe Neighborhood Parks General Obligation bond.

SUSTAINING AND ENHANCING RECREATION PROGRAMMING

In September 2010 the Department began to implement a new public recreation model. Under the model, RPD delivers services in four core recreation competencies: cultural arts, community services, leisure services and sports and athletics and operates 25 full-service recreation complexes, nine swimming pools and several clubhouses. To date, the new recreation model has increased hours of recreation programming by 30 percent and program revenue by 20 percent, as compared to the same period last year. At the same time, the Department has increased participation in its scholarship program by 104 percent. In the coming fiscal year RPD plans to increase the number and variety of programs offered by each recreation competency, continue to improve program quality and increase the number of eligible families receiving scholarships.

Spurred by its successful reorganization of recreation programming, the Department plans to reorganize aquatics staffing in Fiscal Year 2011-12. The new aquatics model mimics the staffing structure for recreation, increases pool hours, creates greater accountability and improves customer service. The aquatics reorganization will include implementation of the Department's recreation management software at the pools, allowing use of pool memberships and electronic scrip and increasing ease of entry to the pools.

MAINTAINING BEAUTIFUL PARKS AND FACILITIES

Over the past five years, the Recreation and Park Department has steadily increased its scores for park maintenance as measured by the Controller's City Services

Auditor. Park scores are based on standards that identify desired park conditions and cover 14 features such as lawns, trees, children's play areas, benches and tables. Generally, a score above 85 percent indicates that the park is well-maintained and that its features are in good condition. In the first six months of Fiscal Year 2010-11, the Department achieved a park maintenance score of 91.4 percent, demonstrating that it is keeping facilities from Golden Gate Park to the smallest minipark in very good condition.

The Recreation and Park Department is committed to maintaining its parks in the same excellent condition in the coming fiscal year. To help achieve this goal, the Department is increasing its gardener apprenticeship program from ten to fifteen positions. The two-year apprentice program includes both a classroom component and on-the-job field training and is designed to develop a pool of skilled and effective city gardeners. In addition to enhancing its apprentice program, RPD is collaborating with its staff to improve custodial services. This summer the Department will implement new custodial service standards, establish standard hours for all RPD restrooms and redistribute custodians based on work assignments and schedules. These changes are designed to close gaps in service delivery, increase efficiencies and sustain current park maintenance levels.

STRIVING FOR FINANCIAL SUSTAINABILITY

In order to increase its financial sustainability in the face of ongoing General Fund reductions, the Recreation and Park Department continues to focus on maximizing its earned revenue. Its efforts include capitalizing on the value of the Department's property and concessions by entering into new leases and developing new park amenities, pursuing philanthropy and searching for sponsorships and development opportunities. The Fiscal Year 2011-12 budget includes increased revenue from recreation programming, permits and facility rentals and improved park concessions and leases. The Department has achieved these increases without raising any program or permit fees. The Department has successfully cultivated philanthropic support of its operations, including park maintenance and recreation programming, in the current fiscal year. This coming fiscal year RPD will continue to build its network of philanthropic and nonprofit partners to strengthen their capacity and contributions to the Department.

ADDRESSING CRITICAL INFRASTRUCTURE NEEDS

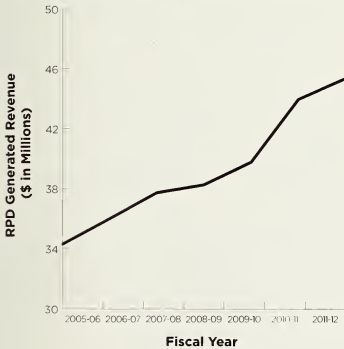
In Fiscal Year 2011-12, the Recreation and Park Department will continue to deliver projects funded by the voter-approved 2008 Clean and Safe Neighborhood Parks General Obligation Bond. The Department will complete

design for the remainder of the site specific projects funded by the bond. These projects include Cabrillo Playground, Glen Canyon, Mission Dolores, Lafayette, and Kimbell Playground. Chinese Recreation Center, McCoppin Playground, Mission Playground, Fulton, Palega, Cayuga and Sunset Playgrounds will each be in full construction, with most projects complete by winter 2012.

The Department has also initiated construction for projects in each of the citywide bond programs, except playfields. The Recreation and Park Commission awarded the first round of Community Opportunity Fund projects this fiscal year, and renovations of freestanding restrooms, trails and forestry sites are underway and will continue into Fiscal Year 2011-12.

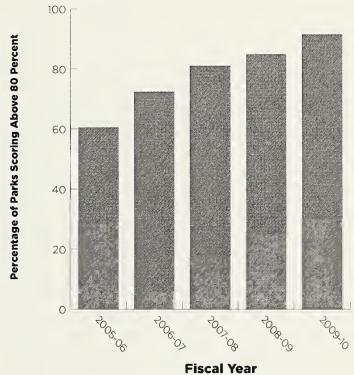
Implementation of the Playfields Initiative has shifted from community planning to environmental review for the next set of planned projects. The Department has contracted with a consultant to prepare an Environmental Impact Report for the proposed Beach Chalet soccer field project in the west end of Golden Gate Park. In partnership with the City Fields Foundation, the Department has also proposed a renovation of the Minnie and Lovie Ward playfield and will prepare required environmental review documents for that project over the coming year. Upon approval of these documents by the Planning Commission and Recreation and Park Commission, the Department will complete design and begin construction on these projects late in the coming fiscal year.

Department Generated Revenue



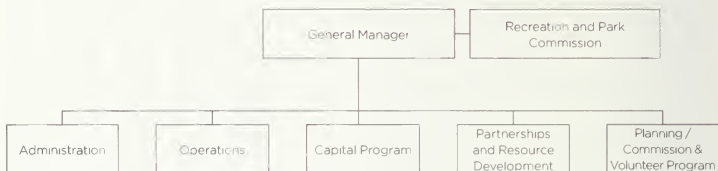
The Recreation and Park Department has steadily increased the revenue it generates from programs, property and concessions to reduce its reliance on the General Fund.

Park Evaluation Scores



The Recreation and Park Department has steadily improved park maintenance over the past five fiscal years as measured by quarterly park evaluations.

RECREATION AND PARK



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	959.60	873.82	865.67	(8.15)	(1%)
Non-operating Positions (cap/other)	(61.24)	(23.24)	(22.24)	1.00	(4%)
Net Operating Positions	898.36	850.58	843.43	(7.15)	(1%)
SOURCES					
Local Taxes	37,850,031	34,990,000	36,333,000	1,343,000	4%
Use of Money or Property	20,570,757	25,512,903	24,605,192	(907,711)	(4%)
Intergovernmental Revenue - State	168,165	152,000	152,000	0	0
Charges for Services	20,777,864	21,322,338	22,396,516	1,074,178	5%
Other Revenues	14,527,296	3,068,678	659,350	(2,409,328)	(79%)
Transfers In	5,748,473	6,479,769	7,549,358	1,069,589	17%
Expenditure Recovery	28,878,602	27,877,741	29,812,698	1,934,957	7%
Transfer Adjustments-Sources	(32,413,238)	(31,468,043)	(34,961,257)	(3,493,214)	11%
Use of / (Deposit to) Fund Balance	7,841,713	4,418,575	7,092,735	2,674,160	61%
General Fund Support	32,606,211	34,662,157	34,281,624	(380,533)	(1%)
Sources Total	136,555,874	127,016,118	127,921,216	905,098	1%
USES - OPERATING EXPENDITURES					
Salaries & Wages	52,542,201	51,326,826	52,115,495	788,669	2%
Fringe Benefits	20,130,516	22,617,235	24,028,344	1,411,109	6%
Overhead	26,885,512	24,070,564	25,843,669	1,773,105	7%
Professional & Contractual Services	16,702,292	18,444,152	19,213,621	769,469	4%
Aid Assistance / Grants	0	91,350	359,830	268,480	N/A
Materials & Supplies	3,488,948	4,220,048	4,459,502	239,454	6%
Equipment	1,526,680	1,621,052	1,477,135	(143,917)	(9%)
Debt Service	0	0	84,000	84,000	N/A
Services of Other Departments	15,705,148	17,307,421	18,122,159	814,738	5%
Transfers Out	6,949,894	6,479,769	7,549,358	1,069,589	17%
Transfer Adjustments-Uses	(32,413,238)	(31,468,043)	(34,961,257)	(3,493,214)	11%
Uses - Operating Expenditures Total	111,517,953	114,710,374	118,291,856	3,581,482	3%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	3,112,527	3,070,000	3,005,000	(65,000)	(2%)
Capital Renewal	0	0	1,000,000	1,000,000	N/A
Capital Projects	21,925,394	9,235,745	5,624,360	(3,611,385)	(39%)
Uses - Project Expenditures Total	25,037,921	12,305,745	9,629,360	(2,676,385)	(22%)
USES BY PROGRAM RECAP					
Capital Projects	27,113,826	12,879,429	10,243,135	(2,636,294)	(20%)
Children's Baseline	11,275,338	10,042,971	9,315,268	(727,703)	(7%)
Children's Svcs - Non - Children's Fund	342,766	400,000	400,000	0	0
Golden Gate Park	10,147,598	10,331,851	10,413,863	82,012	1%
Marina Harbor	1,353,837	1,748,499	1,876,127	127,628	7%

TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
Parks	61,872,315	65,635,258	68,553,580	2,918,322	4%
Rec & Park Administration	66,218	91,350	76,350	(15,000)	(16%)
Recreation	10,753,315	13,209,024	13,789,738	580,714	4%
Structural Maintenance	13,630,661	12,677,737	13,253,155	575,418	5%
Uses by Program Recap Total	136,555,874	127,016,119	127,921,216	905,097	1%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
NEIGHBORHOOD and CITYWIDE SERVICES				
Improve the quality of park maintenance and create safe, welcoming parks and facilities				
Citywide percentage of park maintenance standards met for all parks inspected	91%	90%	91%	91%
Percentage of graffiti work orders completed within 48 hours	74%	100%	80%	100%
Number of trees planted	893	1,500	1,500	2,000
Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or excellent (biennial survey)	n/a	75%	n/a	75%
Improve community loyalty				
Number of recreation volunteer hours	58,834	40,000	40,000	50,000
Increase access to, and improve quality of, Recreational Programming				
Percentage of users who rate the quality of the City's recreation programs as good or excellent (biennial survey)	n/a	65%	n/a	65%
Percentage of users who rate RPD's customer service as good or excellent (biennial survey)	n/a	65%	n/a	65%
Improve RPD infrastructure in both buildings and grounds				
Percentage of capital projects completed on or under budget	100%	90%	78%	80%

REDEVELOPMENT

To improve the City's environment and create better urban living conditions through the removal of physical and economic blight, primarily in geographic areas designated by the Board of Supervisors as redevelopment project areas; and to dedicate funding to the preservation and construction of affordable housing throughout the City.

SERVICES

The San Francisco Redevelopment Agency (Agency) provides financing for public infrastructure, maintains open spaces within redevelopment project areas, works to preserve and enhance the availability of affordable housing, supports job training and placement of workers, promotes economic development and facilitates public/private development partnerships.

HOUSING manages the Agency's citywide tax increment affordable housing program and the grant-funded Housing Opportunities for Persons With AIDS (HOPWA) program.

COMMUNITY AND ECONOMIC DEVELOPMENT conducts economic planning, manages economic revitalization initiatives and oversees business and workforce development in redevelopment project areas.

PROJECT MANAGEMENT implements redevelopment activities in project areas with the goal of eliminating blight and revitalizing neighborhoods.

FINANCE AND ADMINISTRATION provides budgetary, fiscal, information technology, administrative, contracting, records management and property management services to the agency.

GENERAL COUNSEL provides a full range of legal services to the Agency.

For more information, call (415) 749-2400 or 311; or visit www.sfdevelopment.org

BUDGET DATA SUMMARY

	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	299,550,000	286,617,000	(12,933,000)	(4%)
Total FTE	114	114	0	0%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011-12, the Redevelopment Agency is proposing a \$286.6 million budget, which represents a \$12.9 million decrease from the Fiscal Year 2010-11 budget. In Fiscal Year 2010-11, the Agency was required to make a \$6.0 million Supplemental Educational Revenue Augmentation Fund (SERAF) payment to the state. While this payment is not required in Fiscal Year 2011-12, the Agency continues to face significant uncertainty resulting from State budget deliberations. Several proposals are under discussion by the Governor and Legislature that could impact the Agency's funding.

Currently, the Agency's budget has put forth a responsible programmatic plan of expenditures and revenues to continue its operations for Fiscal Year 2011-12. However, it remains unclear whether the Agency will continue to be able to operate as set forth under State laws of Redevelopment or whether the Agency's obligations for pass-through payments of tax increment will increase.

PRIORITIZING AFFORDABLE HOUSING

Approximately 20 percent (\$56.1 million) of the agency's total budget for Fiscal Year 2011-12 is devoted to affordable housing, including \$10.0 million dedicated to the federally-funded HOPWA program. Housing funds will be used to provide resources for developments underway across the City including those in Bayview Hunters Point, South of Market and Western Addition. The Agency's housing budget includes predevelopment funding for affordable

housing developments in Mission Bay South, Transbay, and Hunters Point Shipyard. The Agency's housing funds also support ongoing programs such as the Certificate of Preference program, the Single-Family Home ownership program, and the next round of the Model Block program.

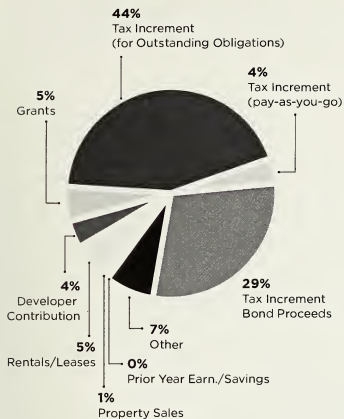
IMPROVING INFRASTRUCTURE AND MAINTAINING OPEN SPACE

The Agency will invest \$38.0 million in public improvements in Fiscal Year 2011-12. Significant expenditures include public improvements in Mission Bay South for \$24.0 million, Mission Bay North for \$11.2 million, Bayview Area B for \$0.5 million and Transbay for \$0.5 million.

SUPPORTING BUSINESS AND ECONOMIC DEVELOPMENT

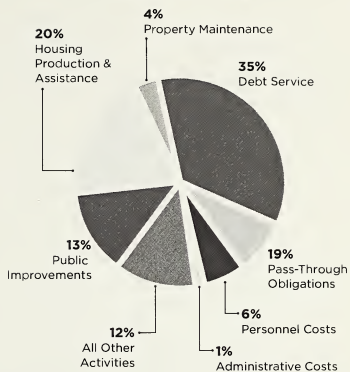
The Agency's Fiscal Year 2011-12 budget allocates \$1.6 million for business development activities and \$1.1 million for job training and assistance. Key investments include funds earmarked for Sixth Street business development and economic outreach in South of Market, a program that assists and encourages businesses to make physical improvements to their properties by providing an inexpensive source of financing.

Sources of Funds



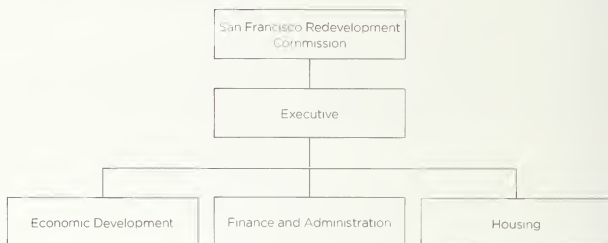
The San Francisco Redevelopment Agency's proposed Fiscal Year 2011-12 budget relies heavily on tax increment associated with its project areas.

Uses of Funds



The Agency's budget includes \$100.6 million in debt service costs over a third of its total expenditures.

REDEVELOPMENT



TOTAL BUDGET - HISTORICAL COMPARISON

	2010-11	2011-12		
	Revised Budget	Proposed Budget	Chng from 2011-12	% Chg from 2010-11
AUTHORIZED POSITIONS				
Total Authorized Positions	113.50	113.50	0.00	0%
SOURCES (in thousands)				
Property Sales	1,155	2,618	1,463	127%
Rentals/Leases	14,878	15,116	238	2%
Prior Year Earn./Savings	7,554	1,358	(6,196)	(82%)
Developer Contribution	13,071	11,882	(1,188)	(9%)
Grants	25,857	14,585	(11,272)	(44%)
Tax Increment (for Outstanding Obligations)	104,844	125,274	20,430	19%
Tax Increment (pay-as-you-go)	9,424	11,195	1,771	19%
Tax Increment Bond Proceeds	118,564	83,498	(35,066)	(30%)
Other	4,204	21,091	16,887	402%
Sources Total	299,550	286,617	(12,933)	(4%)
USES (in thousands)				
Legal	43	10	(33)	(77%)
Studies & Miscellaneous Items	410	267	(144)	(35%)
Planning	1,042	50	(992)	(95%)
Public Improvements	74,201	38,004	(36,197)	(49%)
Architecture/Engineering Design & Review	290	0	(290)	(100%)
Property Maintenance	13,277	10,302	(2,975)	(22%)
Housing Production & Assistance	66,209	56,055	(10,154)	(15%)
Job Training & Assistance	1,360	1,147	(213)	(16%)
Business Development	4,375	1,588	(2,787)	(64%)
Other	12,447	32,480	20,033	161%
Pass-Through Obligations	11,072	24,226	13,154	119%
Debt Service	87,696	100,630	12,934	15%
Personnel Costs	17,127	17,750	623	4%
Administrative Costs	4,001	4,108	107	3%
Supplemental Educational Revenue Augmentation Fund	6,000	0	(6,000)	(100%)
Uses - Total	299,550	286,617	(12,933)	(4%)

RENT ARBITRATION BOARD

To protect tenants from excessive rent increases and unjust evictions while assuring landlords of fair and adequate rents; provide fair and even-handed treatment for both tenants and landlords through efficient and consistent administration of the rent law; and promote the preservation of sound, affordable housing and enhance the ethnic and cultural diversity that is unique to San Francisco.

SERVICES

The Rent Arbitration Board provides the following services:

PUBLIC INFORMATION AND COUNSELING unit provides information to the public regarding the Rent Ordinance and rules and regulations, as well as other municipal, state and federal ordinances in the area of landlord/tenant law.

HEARINGS AND APPEALS unit consists of ten Administrative Law Judges (ALJs) who are supervised by two Senior Administrative Law Judges. The ALJs are attorneys who conduct arbitrations and mediations to resolve disputes between landlords and tenants and issue decisions in accordance with applicable laws.

For more information, call (415) 252-4601 or 311; or visit www.sfrb.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Original Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	4,923,514	5,496,379	5,955,352	458,973	8%
Total FTE	29	29	29	0	0%

BUDGET ISSUES AND DETAILS

The Rent Arbitration Board is proposing a \$5.9 million budget, which represents a eight percent increase from the Fiscal Year 2010–11 budget. This change is driven by mandatory increases in salary and benefit costs, departmental efforts to make its materials more accessible online, and outreach service costs.

RENT BOARD FEES

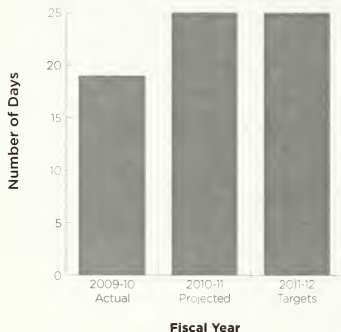
The Rent Board fee is currently applied to all rental units in the City that come under the jurisdiction of the Rent Ordinance with the exception of Section 8 units. Annually, after taking into account any operating savings from previous years, the Controller's Office adjusts the Rent Board fee to cover the operating costs of the Department. In Fiscal Year 2011–12, the fee will remain the same \$29 per unit fee to cover mandatory increases in salary steps, retirement contributions, and fringe benefits.

IMPROVING ACCESS TO INFORMATION

The Department continues to work to make information available in as many languages as possible. Outreach contracts with community organizations also provide expanded language assistance to the Chinese, Spanish, Russian, Vietnamese, and Korean communities. The Department also provides interpreters for hearings and mediations for parties who cannot afford these services.

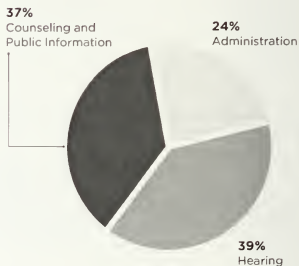
In an effort to increase its outreach efforts, the department has devoted more resources to make materials more accessible and is working cooperatively with community organizations and the San Francisco Public Library. In Fiscal Year 2011–12, this outreach effort will increase as the department looks to further improve its efforts to be more efficient in reaching various communities within San Francisco.

Average Number of Days for Administrative Law Judges to Submit Decisions for Review



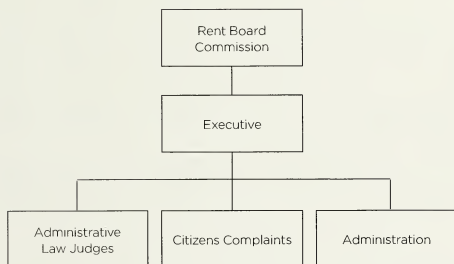
The Rent Board strives to adjudicate cases as quickly as possible. The legal mandate for reviewing cases is 30 days.

Staffing by Service Area



76 percent of the Rent Board's staff provides direct services to tenants and landlords.

RENT ARBITRATION BOARD



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	28.92	28.94	28.91	(0.03)	0%
Net Operating Positions	28.92	28.94	28.91	(0.03)	0%
SOURCES					
Charges for Services	5,121,511	4,911,619	4,796,263	(115,356)	(2%)
Expenditure Recovery	66,415	71,085	96,000	24,915	35%
Use of / (Deposit to) Fund Balance	(264,412)	513,675	1,063,089	549,414	N/A
Sources Total	4,923,514	5,496,379	5,955,352	458,973	8%
USES - OPERATING EXPENDITURES					
Salaries & Wages	2,935,613	2,971,375	3,117,756	146,381	5%
Fringe Benefits	998,933	1,203,462	1,357,345	153,883	13%
Overhead	61,601	17,509	14,352	(3,157)	(18%)
Professional & Contractual Services	63,738	109,058	203,058	94,000	86%
Aid Assistance / Grants	119,524	120,000	120,000	0	0
Materials & Supplies	25,421	26,967	41,967	15,000	56%
Services of Other Departments	718,684	1,048,008	1,100,874	52,866	5%
Uses - Operating Expenditures Total	4,923,514	5,496,379	5,955,352	458,973	8%
USES BY PROGRAM RECAP					
Rent Board	4,923,514	5,496,379	5,955,352	458,973	8%
Uses by Program Recap Total	4,923,514	5,496,379	5,955,352	458,973	8%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
RENT BOARD				
Provide a timely resolution for all allegations of wrongful eviction filings				
Average number of days needed to process allegations of wrongful evictions	1.1	2.0	2.0	2.0
Provide a timely resolution of all petitions				
Average number of days for Administrative Law Judges to submit decisions for review	19.0	25.0	25.0	25.0
Provide translations of documents and make available through multiple sources				
Number of discrete documents in languages other than English	385	394	394	402
Number of locations where translated documents are available	773	846	846	856

RETIREMENT SYSTEM

To secure, protect and prudently invest the City's pension trust assets; administer mandated benefit programs; and provide promised benefits.

SERVICES

The San Francisco City and County Employees' Retirement System (SFERS) provides the following services:

ADMINISTRATION directs the overall administration of the Retirement System including implementation of Retirement Board policies and directives; implementation of legislative changes to the Retirement System; legal and procedural compliance of all activities of the Retirement System; administration of member pension benefits counseling and payment processing; administration of the disability retirement hearing officer process; and management of the Retirement System's information technology, budget and financial systems.

RETIREMENT SERVICES provides retirement counseling for active and retired members; maintains historical employment data and retirement accounts for both active and retired members; calculates and processes all benefits payable as a result of a member's retirement, death or termination of employment; disburses monthly

retirement allowances to more than 22,000 retirees and beneficiaries; and maintains Retirement System financial records and reporting in compliance with all applicable legal provisions.

INVESTMENT manages and invests the \$13.3 billion Retirement Trust in accordance with the investment policy of the Retirement Board; monitors the performance of external investment managers; and maintains information and analysis of capital markets and institutional investment opportunities.

DEFERRED COMPENSATION oversees and administers the City's \$1.7 billion Deferred Compensation Plan (a "457" plan). The 457 Plan and trust are established separately from and independent of the defined benefit pension plan.

For more information, call (415) 487-7020; or visit www.sfers.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	19,427,397	19,721,632	19,705,181	(16,451)	0%
Total FTE	97	98	99	1	1%

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011-12, the Retirement System proposes a \$19.7 million budget. This is a relatively flat budget when compared to Fiscal Year 2010-11. The Department is proposing a small increase in staffing levels, but was able to absorb increases in salary and benefits costs through other reductions.

In Fiscal Year 2011-12, the percent of employer contributions to SFERS will increase from 13.56 percent to 18.09 percent. As a result, the City and County of San Francisco is projected to make a contribution of \$389 million in Fiscal Year 2011-12, an increase of \$105 million (37 percent) from Fiscal Year 2010-11.

REDUCING CITY COSTS

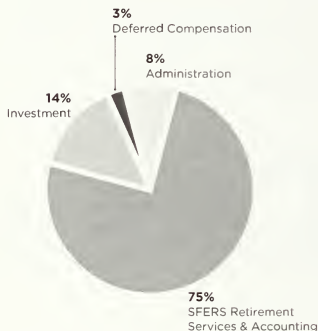
SFERS will continue to work to maintain superior levels of investment returns on SFERS trust fund assets. SFERS' goal is to achieve a return on trust investments that will be ranked in the top 50th percentile or better, based on

average five-year returns, among public pension funds with \$1 billion or more in trust assets. As of December 31, 2010, SFERS ranks in the first quartile for five-year returns. SFERS has consistently exceeded this goal and anticipates that it will continue to meet or exceed this target over the next three years.

CHANGES TO EMPLOYER CONTRIBUTIONS

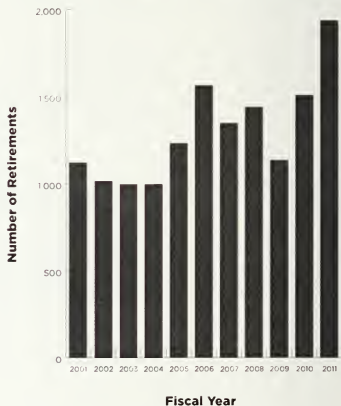
As noted above, for Fiscal Year 2011-12, the SFERS employer contribution rate will increase from 13.56 percent to 18.09 percent. Even though SFERS achieved a 12.55 percent return on its investments for Fiscal Year 2009-10, this increase reflects the amortized increase in liability for plan amendments from Proposition B, passed in June 2008, and the 5-year smoothed recognition of investment losses for Fiscal Years 2007-08 and 2008-09.

Resources by Service Area



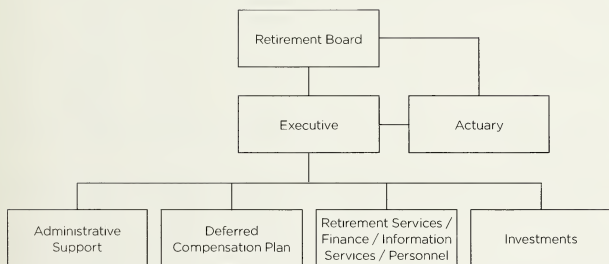
Resources allocated to services or program areas as a percentage of total department budget.

Historical Citywide Retirements



The number of citywide retirements is expected to approach 2,000 by the end of 2011.

RETIREMENT SYSTEM



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	96.87	97.70	99.02	1.32	1%
Net Operating Positions	96.87	97.70	99.02	1.32	1%
SOURCES					
Use of Money or Property	415,674	253,000	251,000	(2,000)	(1%)
Charges for Services	643,548	577,311	777,092	199,781	35%
Other Revenues	18,912,478	18,866,321	18,599,612	(266,709)	(1%)
Expenditure Recovery	0	25,000	75,515	50,515	N/A
Use of / (Deposit to) Fund Balance	(376,838)	0	0	0	N/A
General Fund Support	(167,465)	0	1,962	1,962	N/A
Sources Total	19,427,397	19,721,632	19,705,181	(16,451)	0%
USES - OPERATING EXPENDITURES					
Salaries & Wages	7,852,793	8,756,036	8,990,538	234,502	3%
Fringe Benefits	2,961,873	3,644,180	3,908,243	264,063	7%
Overhead	0	225,716	28,718	(196,998)	(87%)
Professional & Contractual Services	5,849,061	3,724,769	3,697,928	(26,841)	(1%)
Materials & Supplies	170,056	187,317	219,391	32,074	17%
Equipment	19,603	44,013	69,065	25,052	57%
Services of Other Departments	2,574,011	3,139,601	2,791,298	(348,303)	(11%)
Uses - Operating Expenditures Total	19,427,397	19,721,632	19,705,181	(16,451)	0%
USES BY PROGRAM RECAP					
Administration	2,499,286	2,453,499	1,414,054	(1,039,445)	(42%)
Employee Deferred Comp Plan	476,083	580,311	780,054	199,743	34%
Investment	5,515,630	2,759,195	2,957,796	198,601	7%
Retirement Services	10,936,398	13,928,627	14,553,277	624,650	4%
Uses by Program Recap Total	19,427,397	19,721,632	19,705,181	(16,451)	0%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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EMPLOYEE DEFERRED COMP PLAN

Provide effective administration of the Deferred Compensation Plan

Percentage of eligible City employees who participate in the Deferred Compensation Plan	52%	50%	50%	50%
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INVESTMENT

Maximize investment returns at an acceptable risk level for Plan participants

Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion, using 5-year average return (1 equals yes)	1	1	1	1
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To provide for the safe and secure detention of persons arrested or under court order; to operate the county jail facilities and alternative sentencing programs; to provide security for city facilities; and to carry out criminal and civil warrants and court orders.

SERVICES

The Sheriff Department's services are organized into the following divisions:

ADMINISTRATION includes the Office of the Sheriff and central departmental functions such as financial services and payroll. This division includes the Civil Services unit, which serves subpoenas and executes warrants on behalf of the Superior Court, performs evictions and provides eviction assistance to tenants.

COURT SECURITY provides security staffing for the 79 courtrooms at the Civic Center Courthouse, Hall of Justice and Family Courts at the Youth Guidance Center.

CUSTODY AND JAIL PROGRAMS facilitates the intake, classification and custody of inmates. The Department operates jail facilities at 425 Seventh Street (Jails 1 and 2), the Hall of Justice (Jails 3 and 4), and the San Bruno Jail Complex (Jails 5 and 6).

FACILITIES AND EQUIPMENT oversees the Department's vehicles and the maintenance of the jails and training facilities.

PROGRAMS organizes and operates the Department's many innovative alternatives to incarceration and in-custody programs, including the Five Keys Charter High School, the award winning Resolve to Stop the Violence Program (RSVP), the No Violence Alliance (NoVA) Project, drug treatment programs and the Garden Project.

RECRUITMENT AND TRAINING is responsible for the recruitment, background testing and ongoing training of the Department's staff.

SHERIFF FIELD AND SECURITY SERVICES provides security for various city facilities. This division also coordinates assistance to the San Francisco Police Department for demonstrations and mass arrests, as well as Homeland Security operations, planning and training.

For more information, call (415) 554-7225 or 311; or visit www.sfsheriff.com

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	168,820,618	155,450,148	171,479,131	16,028,982	10%
Total FTE	1,047	953	999	46	5%

BUDGET ISSUES AND DETAILS

The Fiscal Year 2011–12 proposed budget of \$171.5 million for the Sheriff's Department is \$16.0 million or 10 percent higher than the Fiscal Year 2010–11 budget of \$155.5 million. A significant portion of this increase is due to higher employee benefit costs, and the loss of one-time savings from refinancing debt in Fiscal Year 2010–11. In addition, roughly 70 percent of the Department's budget is driven by the average daily jail population, and the funding increase is a result of a projected growth in the county jail population as a result of State realignment changes.

STATE REALIGNMENT

At the beginning of Fiscal Year 2010–11, County Jail 6 in San Bruno was closed due to a lower daily jail population. However, the Department is preparing for a significant growth in the jail population in Fiscal Year 2011–12. The population growth projection is based on the impact of major policy changes at the State level, including public safety realignment with the passage of AB 109 and the California Department of Corrections and Rehabilitation (CDCR) effort to reduce the state prison population as a result of legal action. These efforts will shift a portion of the State prison population to county jails. Although the full impact of the changes are not presently known, estimates range from 165 to 491 additional inmates for the City and County of San Francisco. To absorb this population increase, the Sheriff's Department projects the need to re-open two housing units at County Jail 6 for the second half of the fiscal year. Funding from the State to support this substantial growth in the jail population is uncertain at this time.

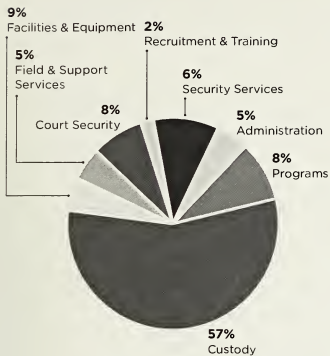
ALTERNATIVES TO INCARCERATION

While incarcerated, inmates are provided services and programs administered through jail facilities, such as education, drug treatment, and anti-violence programs. The goals of these programs are to reduce costs through lower recidivism rates and to enable prisoners to better transition back into the community after leaving the County jail system. The Mayor's proposed Fiscal Year 2011–12 budget maintains the level of funding for alternative programs such as the No Violence Alliance (NoVA) Project and Resolve to Stop the Violence (RSVP) from the previous fiscal year. In addition, the proposed budget increases funding for electronic monitoring by \$0.8 million. This proposed increase in funds for electronic monitoring will enable the Sheriff's Department to keep County Jail 6 closed for the first half of the year even as the population starts to gradually increase after July 1, 2011 due to changes by the State. This increase will double the current electronic monitoring capacity from 120 to 240 individuals. There are significant cost savings associated with the increase in use of electronic monitoring, as it costs \$130 a day to house a prisoner in jail, while a prisoner on electronic monitoring costs approximately \$28 per day.

PUBLIC HEALTH SECURITY SERVICES

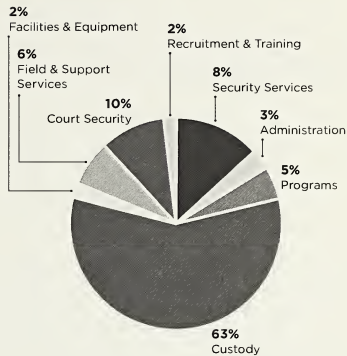
The proposed budget assumes a change in security costs related to San Francisco General Hospital, Laguna Honda Hospital, and Department of Public Health (DPH) clinics. Beginning in January 2012, DPH will transfer their security function from the Sheriff's Department to a private service provider. The sworn staff currently working at DPH facilities will be available for assignments within the Department, including County Jail 6. The availability of this additional staff will decrease the overtime costs to provide staffing at County Jail 6.

Resources by Service Area



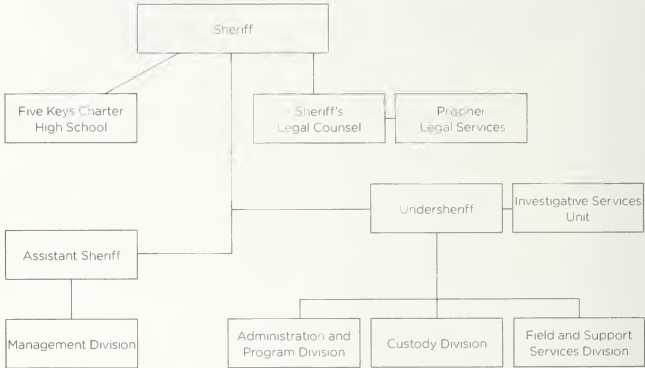
Over half of the Sheriff's Department resources are used for the Custody Division.

Staffing by Service Area



The majority of employees currently working at the Sheriff's Department provide support for the Custody Division.

SHERIFF



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	1,049.48	953.27	999.40	46.13	5%
Non-operating Positions (cap/other)	(1.56)	(0.56)	(0.56)	0.00	0
Net Operating Positions	1,047.92	952.71	998.84	46.13	5%
SOURCES					
Licenses & Fines	0	118,800	123,053	4,253	4%
Use of Money or Property	0	3,000	3,000	0	0
Intergovernmental Revenue - Federal	40,028	126,719	28,958	(97,761)	(77%)
Intergovernmental Revenue - State	902,457	813,558	740,192	(73,366)	(9%)
Charges for Services	4,152,657	4,320,315	3,836,537	(483,778)	(11%)
Transfers In	56,778	0	0	0	N/A
Expenditure Recovery	21,249,468	17,460,576	18,687,865	1,227,289	7%
Use of / (Deposit to) Fund Balance	(236,024)	159,700	0	(159,700)	(100%)
General Fund Support	142,655,254	132,447,480	148,059,526	15,612,045	12%
Sources Total	168,820,618	155,450,148	171,479,131	16,028,982	10%
USES - OPERATING EXPENDITURES					
Salaries & Wages	103,490,568	90,141,627	96,905,034	6,763,407	8%
Fringe Benefits	32,348,753	30,170,186	35,601,268	5,431,082	18%
Professional & Contractual Services	2,500,897	7,840,451	12,322,930	4,482,479	57%
Aid Assistance / Grants	6,070,080	5,559,146	5,115,694	(443,452)	(8%)
Materials & Supplies	6,432,947	5,962,925	6,067,174	104,249	2%
Equipment	619,339	268,308	204,521	(63,787)	(24%)
Debt Service	9,023,229	0	0	0	N/A
Services of Other Departments	8,072,575	8,007,508	8,712,512	705,004	9%
Uses - Operating Expenditures Total	168,558,388	147,950,151	164,929,133	16,978,982	11%
USES - PROJECT EXPENDITURES					
Facilities Maintenance	262,230	300,000	350,000	50,000	17%
Capital Renewal	0	0	1,000,000	1,000,000	N/A
Capital Projects	0	7,200,000	5,200,000	(2,000,000)	(28%)
Uses - Project Expenditures Total	262,230	7,500,000	6,550,000	(950,000)	(13%)
USES BY PROGRAM RECAP					
Court Security And Process	12,446,618	13,108,113	13,847,529	739,416	6%
Custody	84,839,767	82,852,621	97,294,090	14,441,469	17%
Facilities & Equipment	9,022,551	16,033,191	15,343,540	(689,651)	(4%)
Other Programs	9,867,159	0	0	0	N/A
Security Services	14,918,475	10,202,739	10,825,230	622,491	6%
Sheriff Administration	9,701,977	8,047,221	8,262,717	215,496	3%
Sheriff Field Services	9,932,393	8,259,802	8,192,873	(66,929)	(1%)
Sheriff Programs	13,729,676	13,723,302	14,251,373	528,071	4%
Sheriff Recruitment & Training	4,362,002	3,223,162	3,461,781	238,619	7%
Uses by Program Recap Total	168,820,618	155,450,151	171,479,133	16,028,982	10%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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COURT SECURITY AND PROCESS

Provide inmate escort and security to the courts and prevent physical harm to any person or property in, or in the vicinity of, any courthouse in San Francisco

Number of court staff or public who have been harmed while in or in the vicinity of any courthouse in San Francisco	1	0	2	0
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CUSTODY

Provide for the secure and safe detention of persons arrested or under court order

Cost per jail day calculated according to State guidelines for Daily Jail Rate	\$143	\$146	\$130	\$135
Average daily population (ADP)	1,667	1,900	1,770	2,000
ADP as a percentage of rated capacity of jails	83%	90%	90%	90%

SHERIFF ADMINISTRATION

Execute criminal and civil warrants and court orders

Number of pre-eviction home visits	452	510	1,566	1,350
Number of eviction day crisis interventions	126	105	177	170
Number of evictions executed	920	1,000	1,018	1,100

SHERIFF PROGRAMS

Provide education, skill development, and counseling programs in jail

Average daily number of prisoners in substance abuse treatment and violence prevention programs	230	360	292	260
Average daily attendance of participants enrolled in charter school	307	245	295	243

Provide alternative sentencing options and crime prevention programs.

Average daily number of participants in community programs	231	260	140	150
Hours of work performed in the community	51,384	61,000	32,688	40,000
Number of clients enrolled in community antiviolenence programs	765	300	928	900
Re-arrest rate for antiviolenence program clients	13%	30%	15%	15%

STATUS OF WOMEN

To promote the equitable treatment of women and foster the socioeconomic, political, and educational advancement of the women and girls of San Francisco through policies, legislation, and programs that focus primarily on women in need.

SERVICES

The Department is responsible for implementing policy initiatives and programs as determined by the seven-member Commission on the Status of Women, appointed by the Mayor. In 1998, San Francisco became the first municipality in the nation to adopt a local ordinance reflecting the principles of the United Nations Convention to Eliminate All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. The Commission adopted a CEDAW human rights framework and has committed itself to the following areas of service.

WOMEN'S HEALTH AND SAFETY

VIOLENCE AGAINST WOMEN PREVENTION & INTERVENTION (VAW) GRANTS PROGRAM The vast majority of the Department's funds support community programs designed to address violence against women. The Department contracts with community-based service providers to provide crisis lines, intervention and advocacy, legal assistance, emergency shelter services, transitional housing, and prevention education.

The Department also oversees the Justice and Courage Project, The Family Violence Council, and The San Francisco Collaborative Against Human Trafficking.

WOMEN'S HUMAN RIGHTS

GENDER ANALYSIS AND GENDER BUDGETING The Department is charged with evaluating City employment, budgeting, and operations using gender analysis, which the Department pioneered in the year 2000, and gender budgeting, a tool being implemented by the most progressive cities worldwide. Additionally, the Department has a charter mandate to conduct a gender analysis of appointments to commissions, boards and task forces every two years.

The Department also manages The San Francisco Gender Equalities Principles Initiative, as well as promotes human rights education by regularly training municipalities and international audiences about methods and best practices for creating gender equality in government policies, programs and budgets.

For more information, call (415) 252-2570 or 311; or visit www.sfgov.org/dosw

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	3,494,888	3,655,560	3,521,239	(134,321)	(4%)
Total FTE	5	5	5	(1)	(11%)

BUDGET ISSUES AND DETAILS

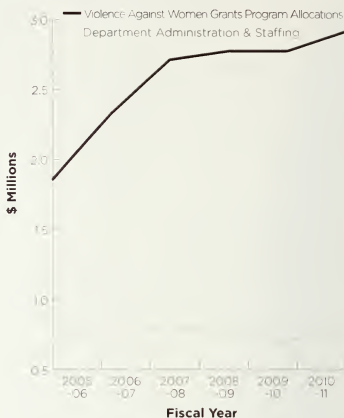
The Department's Fiscal Year 2011–12 budget is \$3.5 million, which is four percent less than the prior year budget of \$3.7 million. This decrease is the result of administrative cost savings.

The budget fully funds grants to community based organizations providing domestic violence prevention and intervention services and appropriates additional marriage license fee revenue to increase funding for these services. The Violence Against Women Prevention and Intervention Grants Program has funded key community-based services, including 24-hour hotlines for domestic violence and sexual assault, shelter beds for battered women and their families, legal counseling, and prevention education. Maintaining services for this vulnerable population is critical, especially as the need rises during this economic crisis.

The Department's policy and organizing work in the field of anti-human trafficking relies heavily on partnerships with community groups and other government agencies, locally and federally. The Department coordinates the San Francisco Collaborative Against Human Trafficking, a coalition of governmental and nongovernmental organizations which work together to address challenges in San Francisco related to trafficking and also increase awareness. This includes organizing a month-long awareness campaign featuring legal workshops, informational sessions for community members, film screenings, and trainings.

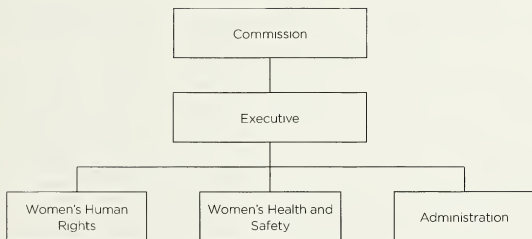
In 2011, as a result of the Department's efforts, the Police Department introduced groundbreaking new anti-stalking protocols. Domestic violence incidences in San Francisco have gone down approximately 80 percent in recent years.

5-Year Funding Allocations



The Department has consistently funded direct services

STATUS OF WOMEN



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	5.15	5.33	4.76	(0.57)	(11%)
Net Operating Positions	5.15	5.33	4.76	(0.57)	(11%)
SOURCES					
Licenses & Fines	207,007	210,000	210,000	0	0
Transfers In	0	32,000	16,000	(16,000)	(50%)
Expenditure Recovery	30,000	0	0	0	N/A
Transfer Adjustments-Sources	0	(32,000)	(16,000)	16,000	(50%)
Use of / (Deposit to) Fund Balance	1,986	190,000	16,000	(174,000)	(92%)
General Fund Support	3,255,895	3,255,560	3,295,239	39,679	1%
Sources Total	3,494,888	3,655,560	3,521,239	(134,321)	(4%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	425,680	429,201	427,723	(1,478)	0%
Fringe Benefits	162,188	178,428	173,462	(4,966)	(3%)
Professional & Contractual Services	39,461	5,840	5,840	0	0
Aid Assistance / Grants	2,740,949	2,919,665	2,761,665	(158,000)	(5%)
Materials & Supplies	4,696	2,692	34,735	32,043	N/A
Services of Other Departments	121,914	119,734	117,814	(1,920)	(2%)
Transfers Out	0	32,000	16,000	(16,000)	(50%)
Transfer Adjustments-Uses	0	(32,000)	(16,000)	16,000	(50%)
Uses - Operating Expenditures Total	3,494,888	3,655,560	3,521,239	(134,321)	(4%)
USES BY PROGRAM RECAP					
Children's Baseline	197,439	198,677	198,677	0	0
Commission On Status Of Women	3,094,255	3,088,883	3,112,562	23,679	1%
Domestic Violence	203,194	368,000	210,000	(158,000)	(43%)
Uses by Program Recap Total	3,494,888	3,655,560	3,521,239	(134,321)	(4%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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COMMISSION ON THE STATUS OF WOMEN

Promote gender equality in the workplace and community

Number of people educated and trained about gender equality and San Francisco's Women's Human Rights Ordinance (CEDAW)	1,213	1,000	1,500	1,500
Number of private sector entities engaged in the San Francisco Gender Equality Principles (GEP) Initiative	23	21	22	25

VIOLENCE AGAINST WOMEN PREVENTION AND INTERVENTION (VAW) GRANTS PROGRAM

Monitor direct services in violence against women prevention and intervention

Hours of supportive services by department-funded shelters, crisis services, transitional housing, advocacy, prevention and education annually	46,010	27,895	41,956	32,318
Number of unduplicated individuals served in shelters, crisis services, transitional housing, advocacy, prevention, and education annually	29,823	24,496	30,720	24,576
Percent of people accessing services for which English is not a primary language	31	32	32	32
Number of calls to crisis lines annually	15,540	14,547	19,298	14,547
Number of shelter bed-nights annually	3,720	3,718	4,670	7,068

SUPERIOR COURT

To assure equal access, fair treatment, and the just and efficient resolution of disputes for all people asserting their rights under the law.

SERVICES

The Superior Court of California, County of San Francisco is a state entity that serves the City and County of San Francisco. Article VI of the California Constitution establishes the Judicial Branch, which includes the Superior Court, as a separate and equal branch of government governed by the Judicial Council of California. Two legislative acts have relieved the City and County from future funding responsibility for court operations and facilities.

The Lockyer-Isenberg Trial Court Funding Act of 1997 designated the Judicial Council, rather than counties, as the entity responsible for allocation of funding for all Superior Court operations throughout the State. In exchange for relief from funding court operations, counties must make a fixed perpetual annual maintenance of effort payment to the State that is equal to what counties allocated for court operations in Fiscal Year 1994–95. All future costs of court operations will be funded by the State and allocated by the Judicial Council.

The Trial Court Facilities Act of 2002 mandated that ownership and responsibility for all court facilities be transferred from counties to the Judicial Council. In exchange for relief from court facilities responsibilities, counties must make a fixed County Facilities Payment (CFP) to the State that is based on an average of what was expended on court facilities maintenance during

Fiscal Years 1995–96 through 1999–00. All future costs of maintaining court facilities will be funded by the State and allocated by the Judicial Council.

Since 1998, the City and County of San Francisco has been making a maintenance of effort payment to the State for relief from court operations responsibility, and since 2009 the City has been making a CFP payment for relief from court facilities responsibility. State legislative requirements and Constitutional separation preclude local government from reviewing Judicial Branch budgets. However, the exceptions to this are county-funded programs that are managed by the Superior Court.

The Superior Court manages the following county-funded programs that are separate from state-funded court operations:

THE INDIGENT DEFENSE PROGRAM provides funding for outside legal counsel in cases that present a conflict of interest for the Public Defender. This program is constitutionally-mandated.

THE CIVIL GRAND JURY investigates the operations of the various offices, departments and agencies of the government of the City and County of San Francisco and provides recommendations for improvements.

For more information, call (415) 551-4000 or 311; or visit www.sfsuperiorcourt.org

BUDGET DATA SUMMARY

	2009–10 Actual	2010–11 Budget	2011–12 Proposed	Change from 2010–11	% Change from 2010–11
Total Expenditures	37,208,912	37,303,822	37,815,780	511,958	1%

SUPERIOR COURT



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
SOURCES					
Licenses & Fines	20,421	34,564	34,564	0	0
Charges for Services	3,862,135	3,780,000	3,780,000	0	0
Transfers In	94,587	0	0	0	N/A
Expenditure Recovery	413,999	0	0	0	N/A
Transfer Adjustments-Sources	(94,587)	0	0	0	N/A
Use of / (Deposit to) Fund Balance	(3,018,710)	1,050,385	1,054,185	3,800	0%
General Fund Support	35,931,067	32,438,873	32,947,031	508,158	2%
Sources Total	37,208,912	37,303,822	37,815,780	511,958	1%
USES - OPERATING EXPENDITURES					
Salaries & Wages	221,598	0	0	0	N/A
Fringe Benefits	220,936	374,464	499,464	125,000	33%
Professional & Contractual Services	35,772,463	36,597,348	36,984,306	386,958	1%
Aid Assistance / Grants	415,767	293,175	293,175	0	0
Materials & Supplies	765	1,000	1,000	0	0
Services of Other Departments	129,304	37,835	37,835	0	0
Transfers Out	94,587	0	0	0	N/A
Transfer Adjustments-Uses	(94,587)	0	0	0	N/A
Uses - Operating Expenditures Total	36,760,833	37,303,822	37,815,780	511,958	1%
USES - PROJECT EXPENDITURES					
Capital Projects	448,079	0	0	0	N/A
Uses - Project Expenditures Total	448,079	0	0	0	N/A
USES BY PROGRAM RECAP					
Court House Construction	448,079	4,571,774	4,575,574	3,800	0%
Dispute Resolution Program	415,767	293,175	293,175	0	0
Indigent Defense/Grand Jury	12,286,932	9,590,212	9,973,370	383,158	4%
Trial Court Services	24,058,134	22,848,661	22,973,661	125,000	1%
Uses by Program Recap Total	37,208,912	37,303,822	37,815,780	511,958	1%

TREASURER/TAX COLLECTOR

To facilitate compliance with the tax laws of the City and County of San Francisco.

SERVICES

The major services provided by the Office of the Treasurer-Tax Collector (Treasurer-Tax Collector) include:

BUSINESS TAX implements and enforces the business tax ordinances for the City and County of San Francisco. These taxes include payroll expense tax, parking tax, transient occupancy tax, utility users' tax, access line tax, and stadium taxes. In addition, the section collects the business registration and emergency response fees.

PROPERTY TAX/LICENSING bills, collects, records and reports payments of secured and unsecured property taxes, special assessments and license fees for the Health, Police and Fire Departments, as well as dog licenses for the Department of Animal Care and Control.

DELINQUENT REVENUE is the official collection arm of the City and County of San Francisco. It is authorized to collect all of the City's accounts receivable that exceed \$300 and are at least 90 days overdue.

INVESTMENT administers and controls the investment of all monies in the Treasurer's custody that are not required for payment of current obligations. This section's goal is to maximize interest income while preserving the liquidity and safety of the principal.

TAXPAYER ASSISTANCE provides tax information to the public and serves as the office's primary public contact unit.

For more information, call (415) 554-4400; or visit www.sftreasurer.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	\$26,327,776	\$26,883,968	\$28,459,633	\$1,575,665	6%
Total FTE	221	211	209	(2)	(1%)

BUDGET ISSUES AND DETAILS

In Fiscal Year 2011–12 the Treasurer-Tax Collector (TTX) will have a \$28.5 million operating budget, including \$13.7 million in General Fund support. This is a \$1.6 million (six percent) change overall and a \$2.4 million (21 percent) change to the General Fund support. The growth in the Office's budget is primarily due to the inclusion of a \$1.2 million COIT-approved project to replace the City's existing Business Tax System, which is reaching its end of life. Also, while the revenue is not reflected in the department's budget, TTX is contributing \$0.8 million in new revenues to the City's General Fund through the ongoing collection of fees such as the fee on Substantial Underreporting on the Business Tax that was first implemented in Fiscal Year 2010–11.

BUSINESS TAX SYSTEM REPLACEMENT

The Budget includes funding for the acquisition and installation of a state-of-the-art business tax administration system to replace the existing system that is at its end of life. The Treasurer-Tax Collector will release a request for proposal in early Fiscal Year 2011–12 for a system that collects and administers business tax, and various business licenses and fees required by the Municipal Code. The taxes and fees in the new system will include: Payroll, Transient Occupancy Tax, Parking Tax, Utility and Access Line Tax, Stadium Tax, Business Registration, business licenses, and 911 Emergency Response/False Alarms. Additionally, the system will be required to enable case management and collections related to delinquent obligations that TTX collects for itself

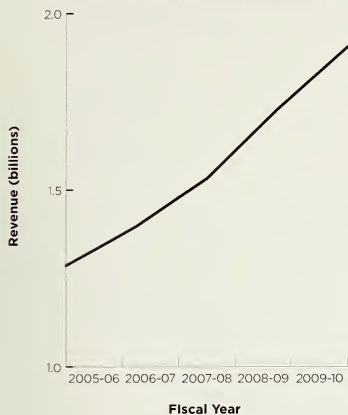
and other City departments, such as SF General Hospital, Water Department, Parking and Traffic, and simple building permits.

FINANCIAL EMPOWERMENT

In the coming fiscal year the Treasurer-Tax Collector will continue programs through its Office of Financial Empowerment (OFE). The San Francisco OFE has proven success with three groundbreaking programs: Bank on San Francisco, the Working Families Credit and Payday Plus SF. The OFE also places a major emphasis on financial education, offering classes through the Bank on San Francisco program and convening a Financial Education Network dedicated to improving the quality of, and access to, a broad range of financial education services city-wide. In 2010, the Obama Administration announced the creation of "Bank on USA", modeled on the San Francisco program that has already spread to almost 100 cities and states across the country.

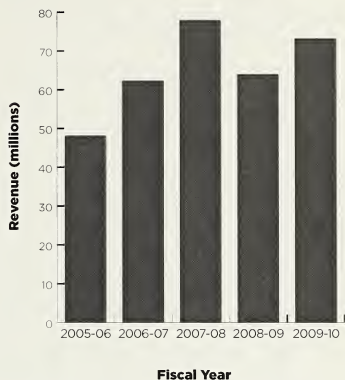
OFE also runs Kindergarten to College, which was launched by the Treasurer-Tax Collector and is the first program in the nation to automatically open a college savings account for all children entering kindergarten in the City's public schools. Student accounts are provided with savings matches and incentives to boost family savings, putting San Francisco at the forefront of efforts to model how a national children's savings policy could be implemented in the United States.

Secured Property Tax Revenue Collection 5 Year Comparison



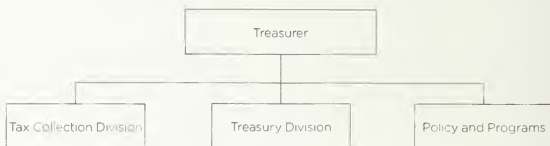
Property tax revenue increased by more than \$176 million (10 percent) over the previous fiscal year.

Secured Supplemental Property Tax Revenue Collection 5 Year Comparison



Supplemental property tax collection increased by more than \$9 Million (14 percent) from the previous fiscal year as the economy rebounded.

TREASURER/TAX COLLECTOR



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	225.48	215.68	213.56	(2.12)	(1%)
Non-operating Positions (cap/other)	(5.00)	(5.00)	(5.00)	0.00	0
Net Operating Positions	220.48	210.68	208.56	(2.12)	(1%)
SOURCES					
Local Taxes	494,580	495,029	495,029	0	0
Use of Money or Property	4,782,603	4,870,086	4,521,541	(348,545)	(7%)
Charges for Services	3,768,711	4,150,478	3,647,500	(502,978)	(12%)
Other Revenues	350,324	541,966	644,136	102,170	19%
Expenditure Recovery	4,700,200	5,516,941	5,469,907	(47,034)	(1%)
Use of / (Deposit to) Fund Balance	72,644	0	0	0	N/A
General Fund Support	12,158,714	11,309,468	13,681,518	2,372,050	21%
Sources Total	26,327,776	26,883,968	28,459,631	1,575,663	6%
USES - OPERATING EXPENDITURES					
Salaries & Wages	15,685,873	15,050,807	15,438,851	388,044	3%
Fringe Benefits	5,690,255	6,241,635	6,430,306	188,671	3%
Overhead	0	(8,009)	37,326	45,335	N/A
Professional & Contractual Services	2,323,513	3,279,544	4,155,832	876,288	27%
Materials & Supplies	343,649	247,333	274,518	27,185	11%
Equipment	341,662	0	0	0	N/A
Services of Other Departments	1,942,824	2,072,658	2,122,800	50,142	2%
Uses - Operating Expenditures Total	26,327,776	26,883,968	28,459,633	1,575,665	6%
USES BY PROGRAM RECAP					
Business Tax	4,959,332	5,431,773	6,312,938	881,165	16%
Delinquent Revenue	8,878,032	8,815,112	8,745,332	(69,780)	(1%)
Investment	1,172,476	1,609,203	1,982,550	373,347	23%
Legal Service	366,012	179,597	209,736	30,139	17%
Management	4,797,931	4,546,554	5,000,830	454,276	10%
Property Tax/Licensing	1,820,819	2,479,875	2,327,782	(152,093)	(6%)
Taxpayer Assistance	1,664,950	1,100,876	1,169,403	68,527	6%
Transfer Tax	478,216	0	0	0	N/A
Treasury	2,190,008	2,720,978	2,711,062	(9,916)	0%
Uses by Program Recap Total	26,327,776	26,883,968	28,459,633	1,575,665	6%

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
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DEPARTMENTAL MANAGEMENT

Provide superior customer service to all customers through the City Payment Center in City Hall

Percentage of customers rating Overall Service as excellent or good.	87%	90%	85%	90%
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LEGAL SERVICE

Maintain and increase the Legal Section's annual collection levels

Amount of annual collections	\$6,632,182	\$4,000,000	\$4,065,694	\$4,250,000
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TTX-BUSINESS TAX

Promote compliance with the Business Tax Ordinance

Number of taxpayer audits completed	866	780	780	780
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TTX-DELINQUENT REVENUE

Maximize revenue through intensive collection activity

Amount of total revenue collected on all delinquent debts, in millions	\$82.0	\$75.0	\$80.0	\$82.0
Amount of revenue generated through investigations conducted by Investigations Unit to find unregistered businesses	\$15,393,584	\$12,000,000	\$9,600,000	\$14,000,000

TTX-PROPERTY TAX/LICENSING

Maintain low property tax delinquency rates

Percentage of delinquency rate of secured property taxes	2.29%	2.30%	2.30%	2.30%
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TTX-TREASURY

Maximize interest earnings for San Francisco by processing payments efficiently

Percentage of payments received that are processed and deposited during the same business day.	90%	100%	99%	99%
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WAR MEMORIAL

To provide safe, first-class facilities to promote cultural, educational and entertainment opportunities in a cost-effective manner for the maximum use and enjoyment of the public; and to best serve the purposes and beneficiaries of the War Memorial Trust.

SERVICES

The Department operates, maintains and rents the War Memorial entertainment and cultural facilities, and manages and administers the use and occupancy of office space and facilities by beneficiaries of the War Memorial Trust and others.

For more information, call (415) 621-6600 or 311; or visit www.sfwmpac.org

BUDGET DATA SUMMARY

	2009-10 Actual	2010-11 Budget	2011-12 Proposed	Change from 2010-11	% Change from 2010-11
Total Expenditures	10,959,615	11,479,054	11,336,046	(143,008)	(1%)
Total FTE	63	63	64	1	1%

BUDGET ISSUES AND DETAILS

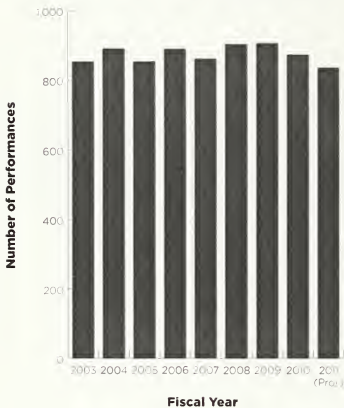
The Fiscal Year 2011–12 proposed operating budget of \$11.3 million for the War Memorial is 1 percent lower than the Fiscal Year 2010–11 budget.

The Department will continue to maintain safe, first-class facilities and venues by providing the following services:

- Booking, event production and licensee/patron services related to rental uses of Performing Arts Center facilities for a wide range of cultural and entertainment activities.
- Facilities management and coordination for building tenants and occupants, including veterans' organizations, city offices, Law Library, Arts Commission Gallery and others.
- Building and grounds operations and maintenance, including daily security, custodial and engineering services.

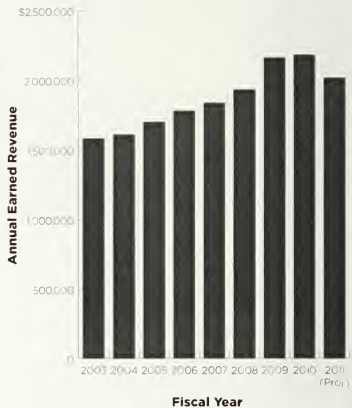
As provided in the City's Ten-Year Capital Plan, and in conjunction with the Department of Public Works, War Memorial will begin the 18-month design development phase of the \$130+ million Veterans Building Seismic Upgrade and Improvements Project in July 2011. War Memorial will begin scheduling and coordinating the move-out of all Veterans Building occupants and contents to occur by October 2012 in preparation for the start of construction in January 2013. War Memorial will be dedicating engineering and administrative support in Fiscal Year 2011-12 to facilitate project design and preparation of the building for the two-year construction period.

Total Annual Performances



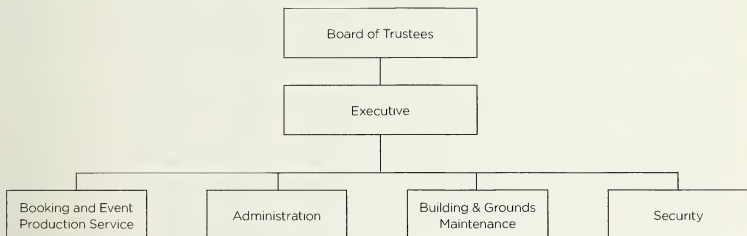
Over 800 performances each year are held in the Opera House, Davies Symphony Hall, Herbst Theatre and Green Room.

Annual Earned Revenue



Annual Earned Revenue from facility and equipment rental fees, and food, beverage and merchandise concession commissions increased in Fiscal Year 2010–11 but is projected to fall in Fiscal Year 2011–12.

WAR MEMORIAL



TOTAL BUDGET - HISTORICAL COMPARISON

	2009-10	2010-11	2011-12		
	Actual	Original	Proposed Budget	Chng from 2010-11	% Chg from 2010-11
AUTHORIZED POSITIONS					
Total Authorized	63.06	64.07	64.88	0.81	1%
Non-operating Positions (cap/other)	(0.50)	(1.00)	(1.00)	0.00	0
Net Operating Positions	62.56	63.07	63.88	0.81	1%
SOURCES					
Local Taxes	9,101,200	8,808,200	8,808,200	0	0
Use of Money or Property	1,879,303	1,723,058	1,820,837	97,779	6%
Charges for Services	332,281	298,826	338,811	39,985	13%
Other Revenues	47,355	15,000,000	0	(15,000,000)	(100%)
Transfers In	0	105,433	897,489	792,056	N/A
Expenditure Recovery	205,633	216,079	268,673	52,594	24%
Transfer Adjustments-Sources	0	(105,433)	(897,489)	(792,056)	N/A
Use of / (Deposit to) Fund Balance	(32,670)	1,058,824	997,014	(61,810)	(6%)
Sources Total	11,533,102	27,104,987	12,233,535	(14,871,452)	(55%)
USES - OPERATING EXPENDITURES					
Salaries & Wages	4,766,264	4,802,967	4,949,744	146,777	3%
Fringe Benefits	2,062,031	2,139,227	2,272,184	132,957	6%
Overhead	380,945	391,243	0	(391,243)	(100%)
Professional & Contractual Services	604,658	681,288	787,716	106,428	16%
Materials & Supplies	258,657	311,700	296,500	(15,200)	(5%)
Services of Other Departments	2,887,060	3,152,629	3,029,902	(122,727)	(4%)
Transfers Out	0	105,433	897,489	792,056	N/A
Transfer Adjustments-Uses	0	(105,433)	(897,489)	(792,056)	N/A
Uses - Operating Expenditures Total	10,959,615	11,479,054	11,336,046	(143,008)	(1%)
USES - PROJECT EXPENDITURES					
Facilities Maintenance	299	520,500	490,500	(30,000)	(6%)
Capital Renewal	0	0	350,000	350,000	N/A
Capital Projects	573,188	15,105,433	56,989	(15,048,444)	(100%)
Uses - Project Expenditures Total	573,487	15,625,933	897,489	(14,728,444)	(94%)
USES BY PROGRAM RECAP					
Operations & Maintenance	11,533,102	27,104,987	12,233,535	(14,871,452)	(55%)
Uses by Program Recap Total	11,533,102	27,104,987	12,233,535	(14,871,452)	(55%)

PERFORMANCE MEASURES

	2009-10 Actual	2010-11 Target	2010-11 Projected	2011-12 Target
OPERATIONS & MAINTENANCE				
Provide maximum number of performances and events				
Opera House performances/events	177	170	170	175
Davies Symphony Hall performances/events	250	229	229	237
Herbst Theatre performances/events	277	258	258	263
Green Room performances/events	170	180	180	179
Provide continued successful utilization of the facilities				
Opera House percentage of days rented	92%	92%	92%	92%
Davies Symphony Hall percentage of days rented	79%	90%	90%	88%
Herbst Theatre percentage of days rented	76%	73%	73%	76%
Green Room percentage of days rented	51%	54%	54%	52%

BONDED DEBT & LONG-TERM OBLIGATIONS



BONDED DEBT & LONG-TERM OBLIGATIONS

To provide and manage low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its citizens while balancing market and credit risk with appropriate benefits, mitigations and controls.

STRATEGIC ISSUES

- Maintain cost-effective access to the capital markets with prudent policies.
- Maintain access to cost-effective borrowing.
- Maintain moderate debt and debt service payment with effective planning and coordination with City departments.
- Meet significant capital demands through debt financing and alternate financing mechanisms such as public/private partnerships.
- Achieve the highest practical credit rating.
- Ensure compliance with applicable state and federal law.
- Full and timely payment of debt.

BACKGROUND

The City and County of San Francisco enjoys national recognition among investors of municipal debt obligations as a high profile economic center and one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City uses three principal types of municipal debt obligations to finance long-term capital projects: general obligation ("G.O.") bonds, lease revenue bonds, and certificates of participation. The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as libraries, hospitals, parks, and cultural and educational facilities.

The City uses lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are

typically paid from revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone Center Expansion Project are repaid primarily from the two percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the two percent increase is not directly pledged for such debt service and repayment can be funded from any lawful monies in the City's General Fund.

Another type of financing available to the City are Tax and Revenue Anticipation Notes ("TRANs"), a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections. The City used TRANs in Fiscal Years 1993-1994 through 1996-1997.

RATINGS

Like many local jurisdictions, San Francisco's bond rating have been affected by the recent economic downturn and the State's fiscal uncertainty. Over the past two years, the City has implemented policies to improve its financial management and reassure investors that the City is on sound fiscal footing. These policies include five-year financial planning, two-year budgeting, and enhanced reserves to prepare for future economic downturns.

GENERAL OBLIGATION BONDS

The City's G.O. bond debt, which carries the City's strongest ratings, is rated Aa2/AA/AA- by Moody's Investor Services ("Moody's"), Standard & Poor's Ratings Services and Fitch Ratings, respectively, with AAA being the highest rating attainable.

On November 17, 2010, Moody's downgraded the City's G.O. Bond debt rating to Aa2 from Aa1 and revised the rating outlook to stable from negative. Fitch Ratings downgraded the City's G.O. debt rating to AA- from AA on April 13, 2011 and revised the rating outlook to stable from negative. Moody's and Fitch Ratings cited the City's structural imbalance, sizable retiree costs and unfunded

liabilities, and thin reserve position in the downgrades. On April 20, 2011, Standard & Poor's affirmed the City's AA rating and revised the rating outlook to negative from stable. According to the report from Standard & Poor's, the negative outlook reflects the City's structural imbalance and reliance on reserves to offset revenue shortfalls.

LEASE REVENUE BONDS

Standard & Poor's, Moody's, and Fitch Ratings rate the City's lease revenue bonds AA-/A1/ A+, respectively. Moody's and Fitch Rating revised their rating outlook to stable from negative on November 17, 2010 and April 14, 2011, respectively and Standard & Poor's revised its outlook from stable to negative. The ratings are one to two rating levels below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation/authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent on the use of the facilities financed when it has use and occupancy.

Despite the City's sizable budget requirements, state and federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as strong financial management, low to moderate debt burden, strong tax base growth, and a favorable socio-economic profile.

Furthermore, in 2006, Standard & Poor's enhanced its analysis of financial management policies and procedures with the introduction of the concept of the Financial Management Assessment ("FMA"), a transparent assessment of a government's financial practices. Standard & Poor's has assigned a strong FMA which indicates that the City practices are strong, well embedded, and likely sustainable.

DEBT PROFILE

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50% of those voting plus one).

The City's outstanding General Fund debt consists of G.O. bonds, settlement obligation bonds, lease revenue bonds, and certificates of participation. The City's Lease Revenue Bonds, Series 2008-1 and 2008-2 (Moscone Center Expansion Project) are variable rate bonds. In addition, there are long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part. See overlapping debt obligations described below.

As shown below in Table 1, the Fiscal Year 2011-12 budget provides \$201,074,158 for the payment of debt service on \$1,905,911,219 in G.O. bonds.

Table 1: Outstanding G.O. Bonds & Long Term Obligations Debt Service for Fiscal Year 2011-12

Principal Outstanding	
GO Bonds (as of 7/1/11)	\$1,355,991,219
Plus Expected New Issuances	\$549,920,000
Total GO Bonds	\$1,905,911,219
Long-Term Obligations (as of 7/1/11)	\$1,115,899,221
Plus Expected New Issuances	\$136,485,000
Total Long-Term Obligations	\$1,252,384,221
Total Principal Outstanding	\$3,158,295,440
Fiscal Year 2011-12 Debt Service	
GO Bonds	\$201,074,158
Long-Term Obligations	\$117,514,051
Total Annual Debt Service	\$318,588,209

GENERAL OBLIGATION BONDS As stated above, the City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed three percent of the net assessed value of all taxable real and personal property located within the boundaries of the City. For debt management and federal expenditure requirements, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because G.O. bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2011, the total amount of G.O. bonds authorized by the voters but not yet issued will be

\$1,164,889,772. Of the \$1,355,991,219 G.O. bonds outstanding, a total principal amount of \$1,862,310,228 was originally issued. Table 2 lists the City's outstanding G.O. bonds including authorized programs where G.O. bonds have not yet been issued.

Table 2 does not include the approximately \$549,920,000 in general obligation bonds to be issued in Fiscal Year 2011–12 which includes Clean & Safe Neighborhood Parks, Earthquake Safety and Emergency Response, and San Francisco General Hospital. Debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries.

Table 2: General Obligation Bonds (as of July 1, 2011)

DESCRIPTION OF ISSUE (DATE OF AUTHORIZATION)	SERIES	ISSUED	OUTSTANDING ⁽¹⁾	AUTHORIZED & UNISSUED
Seismic Safety Loan Program (11/3/92)	2007A	25,995,228	24,106,219	\$289,004,772.2
Steinhart Aquarium Improvement (11/7/95)	2005F	29,245,000	22,840,000	
Affordable Housing Bonds (11/5/96)	2001D	23,000,000	3,515,000	
Educational Facilities - Unified School District (6/3/97)	2003B	29,480,000	19,970,000	
Zoo Facilities Bonds (6/3/97)	2002A	6,210,000	3,935,000	
	2005H	7,505,000	5,860,000	
Laguna Honda Hospital (11/2/99)	2005A	110,000,000	83,645,000	
	2005I	69,000,000	61,380,000	
Neighborhood Recreation and Park (3/7/00)	2003A	20,960,000	14,195,000	
	2004A	68,800,000	51,010,000	
California Academy of Science Improvement (3/7/00)	2004B	8,075,000	5,985,000	
	2005E	79,370,000	61,995,000	
Branch Library Facilities Improvement (11/7/00)	2002B	23,135,000	14,675,000	
	2005G	34,000,000	26,565,000	
	2008A	31,065,000	27,880,000	
Clean & Safe Neighborhood Parks (2/5/08)	2008B	42,520,000	38,370,000	
	2010C	24,785,000	17,870,000	
	2010D	35,645,000	35,645,000	82,050,000
San Francisco General Hospital and Trauma Center (11/4/08)	2009A	131,650,000	112,395,000	
	2010A	120,890,000	87,145,000	
	2010C	173,805,000	173,805,000	461,055,000
Earthquake Safety and Emergency Response Bond (6/8/10)	2010E	79,520,000	77,845,000	332,780,000
SUBTOTALS		\$1,174,655,228	\$970,631,219	\$1,164,889,772
General Obligation Refunding Bonds Series 2002-R1 issued 4/23/02		118,945,000	23,520,000	
General Obligation Refunding Bonds Series 2002-R1 issued 6/16/04		21,930,000	3,795,000	
General Obligation Refunding Bonds Series 2002-R1 issued 10/31/06		90,690,000	69,800,000	
General Obligation Refunding Bonds Series 2002-R2 issued 12/18/06		66,565,000	39,125,000	
General Obligation Refunding Bonds Series 2002-R1 issued 5/29/08		232,075,000	100,025,000	
General Obligation Refunding Bonds Series 2002-R2 issued 5/29/08		39,320,000	30,965,000	
General Obligation Refunding Bonds Series 2002-R3 issued 7/30/08		118,130,000	118,130,000	
		\$1,862,310,228	\$1,355,991,219	\$1,164,889,772

⁽¹⁾Section 9.106 of the City Charter limits issuance of general obligation bonds of the City to three percent of the assessed value of all real and personal assessment district indebtedness or any redevelopment agency indebtedness.

⁽²⁾Of the \$35,000,000 authorized by the Board of Supervisors in February 2007, \$25,995,228 has been drawn upon to date pursuant to the Credit Agreement described under "General Obligation Bonds Authorized but Unissued."

Source: Office of Public Finance, City and County of San Francisco

LONG-TERM OBLIGATIONS

Long-term obligations include lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. As of July 1, 2011, the City will have \$1,115,899,221 in long-term obligations outstanding.

As shown in Table 1, the Fiscal Year 2011–12 budget provides for the payment of debt service on \$1,252,384,221 in long-term obligations expected to be outstanding during the fiscal year including the approximately \$136,485,000 in lease revenue bonds anticipated to be issued by the end of the fiscal year. The Fiscal Year 2011–2012 budget for long-term obligation debt service is \$117,514,051.

An additional \$125,125,000 in lease revenue bonds has been authorized by the voters but not yet issued. This does not include lease revenue bonds authorized by the voters in an unspecified amount under Proposition F in 1989 which may be issued to construct various parking facilities within the City. In addition, \$100,000,000 in lease revenue bonds has been authorized by the voters but not yet issued for the construction of a new football stadium at Candlestick Park.

Additionally, the voters approved Proposition C on March 7, 2000, which extended a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Recreation and Park Department (the “Open Space Fund”) and authorized the City to issue lease revenue bonds for construction projects and purchases of property.

On November 2007 voters approved Proposition D which renewed a two and one half cent per \$100 in assessed valuation property tax set-aside for the benefit of the Library (Library Preservation Fund) and authorized the City to issue lease revenue bonds or other types of debt to construct and improve library facilities.

TAX AND REVENUE ANTICIPATION NOTES

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue TRANS, which are payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such TRANS are issued. The amount issued, when added to the interest payable in any given fiscal year may not exceed 85 percent of the estimated Unrestricted Revenues legally available for payment of the TRANS. Proceeds of the TRANS may only be used to pay obligations of the General Fund occurring in the fiscal year in which the TRANS are issued.

OVERLAPPING DEBT OBLIGATIONS

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose

boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency, such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the San Francisco Redevelopment Agency, Association of Bay Area Governments, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), the San Francisco Community College District, the San Francisco Unified School District, and the San Francisco Parking Authority.

As of July 1, 2011, the City estimates that \$2,469,201,645 in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's Fiscal Year 2011–12 budget.

DEBT LIMIT

The City's debt limit for outstanding G.O. bond principal is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's outstanding G.O. bond principal is limited to three percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$4,735,979,441, based upon the Controller's Certificate of Assessed Valuation released on August 1, 2010. As of July 1, 2011, the City will have \$1,355,991,219 of G.O. bonds outstanding which results in a G.O. bond debt to assessed value ratio of 0.86 percent. The City's remaining legal capacity for G.O. bond debt will be \$3,379,988,222 based on the Fiscal Year 2010–2011 Assessed Valuation. The Fiscal Year 2011–12 Assessed Valuation will be released in August 2011 and will likely result in modest growth in the City's G.O. bond debt capacity.

The voters have approved an additional \$1,164,889,772 in G.O. bonds which the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation since the limit applies only to outstanding bonds. Principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity despite continued authorization for the issuance of new debt. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

Table 3: Calculation of Debt Limit Ratio

Debt Limit Ratio: 3% of Net Assessed Value	
Assessed Value (8/1/09)	\$157,583,924,707
Less Exemptions	(\$6,273,478,808)
Net Assessed Value (8/1/09)	\$151,310,445,899
Legal Debt Capacity (3%)	\$4,539,313,377
Outstanding GO Bonds (7/1/10)	\$1,386,639,429
GO Debt Ratio (7/1/10)	0.92%
Unused Capacity	\$3,152,673,948

CITIZENS' GENERAL OBLIGATION BOND OVERSIGHT COMMITTEE

In 2002, San Francisco voters approved Proposition F, creating the Citizens' General Obligation Bond Oversight Committee (the "Committee"). The purpose of the Committee is to inform the public concerning the expenditure of general obligation bond proceeds. The Committee is required to actively review and report on the expenditure of taxpayers' money in accordance with the voter authorization. The Committee also convenes to provide oversight for ensuring that (1) general obligation bond revenues are expended only in accordance with the ballot measure and (2) no general obligation bond funds are used for any administrative salaries or other general governmental operating expenses, unless specifically authorized in the ballot measure for such general obligation bonds.

Proposition F provides that all ballot measures seeking voter authorization for general obligation bonds subsequent to the 2002 adoption of Proposition F must provide that 0.1 percent of the gross proceeds from the proposed bonds be deposited in a fund established by the Controller's office and appropriated by the Board at the direction of the Committee to cover the Committee's costs. The Committee, which was initially convened on January 9, 2003, continuously reviews existing G.O. bond programs. The Committee issue reports on the results of its activities to the Board of Supervisors at least once per year.

RECENT VOTER-APPROVED GENERAL OBLIGATION BONDS

In February 2008, the voters approved Proposition A, the first G.O. bonds since the Citizens' General Obligation Bond Oversight Committee was convened. Proposition A authorized the issuance of up to \$185 million in G.O. bonds for the construction, reconstruction, acquisition, and improvement of parks (Clean and Safe Neighborhood Parks).

The City issued \$42.5 million in Fiscal Year 2008–09 and \$60.9 million in Fiscal Year 2009–10.

In November 2008, voters approved Proposition A, which authorized the issuance of up to \$887.4 million in general obligation bonds to provide funds to finance the building or rebuilding and improving the earthquake safety of the San Francisco General Hospital and Trauma Center. The City issued the first series of bonds under Proposition A in the amount of \$131.7 million in March 2009 and \$297.6 million in March 2010.

In June 2010, voters approved Proposition B, which authorized the issuance of up to \$412.3 million in general obligation bonds to provide funds to finance the construction, acquisition, improvement, and retrofitting of neighborhood fire and police stations, the auxiliary water supply system, a public safety building, and other critical infrastructure and facilities for earthquake safety and related costs. The City issued the first series of bonds under Proposition B in the amount of \$79.5 million in December 2010.

ENTERPRISE DEPARTMENT PRINCIPAL OUTSTANDING AND DEBT SERVICE FOR FISCAL YEAR 2011-2012

There are six Public Service Enterprise departments of the City and County of San Francisco that do not require discretionary city funding for their support, or in the case of revenue bond indebtedness, to offset long term debt. The departments are the Airport Commission, Municipal Transportation Agency (MTA), Port Commission, Public Utilities Commission (PUC), Rent Arbitration Board and Retirement System. Of these six departments, the Airport Commission, MTA, Port Commission and PUC have issued revenue bonds to leverage operating revenues to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the public.

Table 4 shows the total Fiscal Year 2011–12 Public Service Enterprise Departments principal outstanding and debt service payments due. As of July 1, 2011, the Public Service Enterprise Departments will have \$8,240,503,580 principal outstanding including \$1,377,252,783 expected to be issued by the end of the Fiscal Year. The Fiscal Year 2011–12 budget provides for the debt service payment of \$565,355,917 in revenue bonds.

Table 4: Enterprise Department Revenue Bond Principal Outstanding and Debt Service for Fiscal Year 2011-2012

Agency	Principal Amount Outstanding As of 7/1/11	Expected New Issuance	Total	Fiscal Year 2011-2012 Principal and Interest Payments
PUC ¹	3,805,155,000	1,360,852,783	5,166,007,783	212,926,929
MTA- Parking and Traffic	19,840,000	-	19,840,000	2,687,140
Port Commission ²	40,018,580	16,400,000	56,418,580	3,855,937
Airport Commission	4,375,490,000	-	4,375,490,000	345,885,911
Total	\$8,240,503,580	\$1,377,252,783	\$9,617,756,363	\$565,355,917

¹ Includes revenue bonds, commercial paper, trade loans.

² Includes loans from the California Department of Boating & Waterways and the PUC.

CAPITAL PROJECTS



CAPITAL PROJECTS

TEN YEAR CAPITAL PLAN AND THE PROPOSED 2011-12 CAPITAL BUDGET

Each year, the City Administrator submits a Ten-Year Capital Plan to the Mayor and Board of Supervisors, as required under Section 3.21 of the Administrative Code. Under the authority of the City Administrator, the Capital Planning Program prepares the Plan and presents it to the Capital Planning Committee (CPC) for review. The Plan includes an assessment of the City's capital needs and proposes a financial plan to meet these needs. By March 1, the City Administrator must submit the Capital Plan to the Mayor and Board of Supervisors. Once the Capital Plan is submitted to the Mayor and the Board of Supervisors, the CPC begins its review of annual capital budget requests to verify estimates and needs, and to ensure consistency with the approved Ten-Year Capital Plan. By May 1, the Board of Supervisors must vote on whether to adopt the Capital Plan. The capital budget for the fiscal year is then finalized in the budget process.

ELIGIBLE PROJECTS

The Ten-Year Capital Plan recognizes two types of capital projects eligible for receiving funds: renewals and enhancements. Renewals are investments to preserve or extend the useful life of facilities and infrastructure. Examples of renewals include the repair and replacement of major building systems including roofs, exterior walls and windows, and heating and cooling systems; street resurfacing; and the repair and replacement of infrastructure in the public right-of-way, including sidewalks and street structures. Enhancements are investments that increase an asset's value or useful life or change its use. These typically result from the passage of new laws or mandates, functional changes, or technological advancements. Examples include purchasing or building a new facility or park; major renovations of or additions to an existing facility; and accessibility improvements to comply with the Americans with Disabilities Act (ADA).

In addition to renewal and enhancement projects, the Capital Plan includes routine maintenance for capital assets. These recurring projects provide for the day-to-day maintenance of existing buildings and infrastructure and often include labor costs.

HIGHLIGHTS OF THE FISCAL YEAR 2012-21 CAPITAL PLAN

The recently adopted Ten-Year Capital Plan recommends total investments of \$24.8 billion between Fiscal Years 2011-12 and 2020-21. The proposed projects address a variety of critical capital needs for the City's water and sewer systems, port and airport, mass transit and roadway network, parks and plazas, and public health and public protection facilities. Examples of investments in the Capital Plan directed at General Fund programs and services include:

Improved maintenance of city facilities, roads and infrastructure: Overall investment levels in the maintenance and renewal of facilities and right-of-way increase gradually over the life of the plan. Totalling \$1.4 billion in all sources, the proposed renewal investments capture 47 percent of the need in year one and 80 percent in year ten of the plan. The plan recommends a General Obligation bond for street resurfacing and right-of-way improvements to be submitted to the voters in November 2011.

Earthquake and public safety improvements at critical facilities: The plan heavily prioritizes seismic and other public safety projects that ensure city facilities are seismically safe and operable after an emergency. These investments total more than \$2.7 billion. The highest priorities are projects in the November 2013 Earthquake Safety and Emergency Response General Obligation bond and the replacement of County Jails 3 and 4 now at the Hall of Justice.

Disability access improvements: The Plan also prioritizes improving the accessibility of city facilities for the disabled in accordance with the City's Americans with Disabilities Act (ADA) transition plan. The Plan recommends \$177 million over the next ten years to improve the accessibility of city facilities and the public right-of-way, including curb ramps and sidewalks.

Parks and open space improvements: This year's Plan proposes \$323 million in systemwide work, funded primarily with bond issuances from the proposed November 2012 Neighborhood Parks and Open Space Improvement General Obligation bond.

EFFECT OF THE FISCAL YEAR 2012-21 CAPITAL PLAN ON THE CITY'S OPERATING BUDGET

The City's Ten-Year Capital Plan anticipates a number of major Capital Improvement Programs that will have an impact on the City's operating budget. The City attempts to quantify these operating expenditures and include them in the Capital Plan's cost estimates and the City's long-term financial planning projections. Below are some highlights of changes to operating costs due to the projects in the Ten-Year Capital Plan. A more detailed discussion of specific projects can be found in the Ten-Year Capital Plan.

Growth in General Fund Cash Expenditures: The Ten-Year Capital Plan recommends an annual increase of 10 percent in the level of General Fund cash expenditures for capital improvements. These increases are anticipated in the City's Joint Report, the annually-published three-year projection for General Fund operating revenues and expenditures. The Mayor's proposed Five-Year Financial Plan recommends adjusting the level of anticipated cash investments to address projected General Fund budget shortfalls over the next five years. These changes, if adopted in the final Five-Year Financial Plan, will be reflected in the next iteration of the Capital Plan.

Pre-funding Capital Bond Programs: Over the past five years, the Mayor's Office has adopted a policy of pre-funding planning for major capital improvement programs with General Fund pay-as-you-go funding. On several occasions in the City's history, the City proposed to voters General Obligation bond programs without adequate planning or complete cost estimates. As a result, the value of the voter-approved bonds was insufficient to complete the promised project scope, leading to financial challenges. The policy of pre-funding planning for capital improvement programs was successfully implemented with the 2008 San Francisco General Hospital rebuild bond and the 2010 Earthquake Safety and Emergency Response (ESER) bond. The Fiscal Year 2011-12 budget includes funding to plan the second ESER bond in November 2013. This interaction between the operating budget and major capital programs has additional long-term financial benefits for the City's operating budget, since incomplete cost estimates historically have meant operating funds must be diverted to make up for shortfalls in General Obligation bond-funded improvements.

Energy Efficiency Investments: In accordance with the Mayor's priority, the Public Utilities Commission continues to invest in energy efficiency projects for city facilities through its Sustainable Energy Account. The PUC's Fiscal Year 2011-12 budget includes \$6.2 million for city energy efficiency projects. In addition, the PUC is in the process of converting the City's 17,600 cobra-head street lights from High Pressure Sodium Vapor (HPSV) to

Light Emitting Diode (LED) technologies and installation of a smart lighting control system. This conversion will result in 50 percent energy savings, reduced maintenance costs and a longer useful life.

Justice Facilities Improvement Program: The Earthquake Safety and Emergency Response Bond passed by voters in 2010, and a similar bond planned for 2013 are part of a larger plan to replace the Hall of Justice, which is in a state of disrepair and seismically unsafe. The City dedicates approximately \$1 million per year from the General Fund in short-term repairs and upgrades to keep the Hall of Justice safe and operational until a larger portion of the building can be relocated. While the cost to relocate criminal justice functions out of the Hall of Justice is substantial, the potential cost of delaying the project is even more significant. For example, in the event of a major seismic event, the City would need to pay for the 800 prisoners and employees housed in Jails 3 and 4 to be moved to a temporary facility while building a replacement facility at a cost of several hundreds of millions of dollars.

San Francisco General Hospital: Over the next five years, construction will be completed on the new San Francisco General Hospital. The Department of Public Health anticipates the need for approximately \$130 million in furniture, fixtures, and equipment that cannot be paid for with General Obligation bond funds. The Department hopes to fund half of this need with donations from the SF General Hospital Foundation and is actively working on a financing plan for the remaining half.

Streets and Right-of-Way: Absent an alternative funding source, the City must rely on General Fund and other short-term cash financing to maintain streets at their current level. Failure to maintain the streets leads to more expensive street reconstruction that is 4.6 times the cost of regular maintenance. General Fund impacts and cost concerns led the Mayor and President of the Board of Supervisors to create a Street Resurfacing Finance Working Group that recently completed its report detailing funding and policy options. In response, in May of 2011, the Mayor introduced a proposed \$248 million Road Repaving and Street Safety bond measure for the November 2011 ballot.

Veterans Building: In 2011, the City will begin the process of renovating and seismically retrofitting the historic Veterans Building in San Francisco Civic Center. The first phase of this program will include replacement of the central utility plant, which was constructed in 1932 and serves both the Veterans Building and the Opera House. The existing plant is outdated and requires significant financial resources for operations and maintenance. The new central utility plant will use new, energy-efficient systems that will reduce energy costs as well as the facility's \$0.5 million annual facilities maintenance budget.

FISCAL YEAR 2011-12 PROPOSED CAPITAL BUDGET

The capital budget proposes \$302.8 million in total Fiscal Year 2011–12 capital investments, including \$83.3 million for General Fund departments and \$221.9 million for non-General Fund departments. Combined, these capital investments will support approximately 2,000 jobs during the life of the projects.

The proposed capital budget prioritizes critical infrastructure and life-safety projects, as well as projects that will create jobs for San Francisco residents and generate economic activity to help lift the City out of the lingering recession.

In May of 2011, the Mayor introduced a proposed \$248 million Road Repaving and Street Safety Bond measure for the November 2011 ballot. If voters approve this General Obligation bond, the City will be able to invest an additional \$53 million in Fiscal Year 2011–12 to repave streets and improve the safety of the public right-of-way. Recommended as part of the citywide Ten-Year Capital Plan to improve and invest in the City's infrastructure, the Road Repaving and Street Safety bond will also improve streetscapes for pedestrian and bicyclist safety, improve traffic flow on local streets and install sidewalk and curb ramps to meet the City's obligations under the Americans with Disabilities Act.

ENTERPRISE DEPARTMENT CAPITAL PROJECTS

Major Enterprise department projects included in this submission are the building of runway safety zones at the San Francisco International Airport, structural improvements to several piers along the Port's waterfront to support the America's Cup, and the continued installation of energy-efficient Light Emitting Diode (LED) bulbs in over 17,600 streetlights operated by the Public Utilities Commission. In addition, several major Enterprise department projects not included in this submission are expected to begin or make significant progress over the next two fiscal years, including the Central Subway, Doyle Drive, the Water System Improvement Project, and the Transbay Terminal. These projects are funded outside of the budget process through supplemental appropriations or grant resolutions.

GENERAL FUND DEPARTMENT CAPITAL PROJECTS

The proposed General Fund pay-as-you-go investments in the Fiscal Year 2011–12 capital budget total approximately \$43 million. These investments include ADA improvements; routine maintenance of City assets; emergency repairs to the Bayview Opera House; renewals at facilities supporting the delivery of critical public safety and health services; and planning and design for three projects critical to replacement of the Hall of Justice.

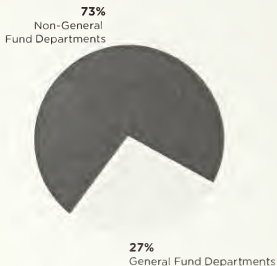
Sustainability and energy efficiency grants from the Public Utilities Commission increase the total level of proposed

funding for annual capital projects for General Fund departments by two million. Additional non-General Fund sources, including the Open Space Fund, the Marina Yacht Harbor Fund, Central Freeway parcel sales revenues, federal and state grants, and other sources bring the total capital investments for General Fund departments to approximately \$83.3 million. In addition, as mentioned above, if voters approve the Road Repaving and Street Safety General Obligation bond in November 2011, the City will be able to invest an additional \$53 million in Fiscal Year 2011–12 to repave streets and improve the safety of the public right-of-way.

Detailed information on the evaluation and prioritization of capital projects can be found in the Executive Summary and Appendix of the Fiscal Year 2012–21 Capital Plan, which is available online at onesanfrancisco.org.

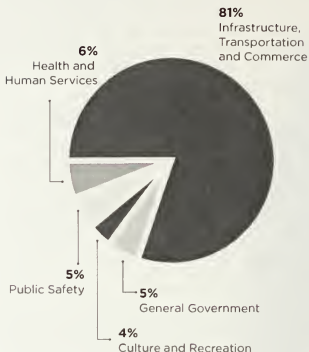
A list of projects included in the Fiscal Year 2011–12 proposed budget is included on the following pages.

Total Capital Budget



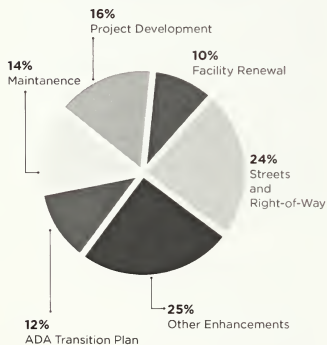
Almost three-fourths of the proposed capital projects are for non-General Fund departments, including the Airport, Port, and Public Utilities Commission.

Total Capital Budget by Service Area



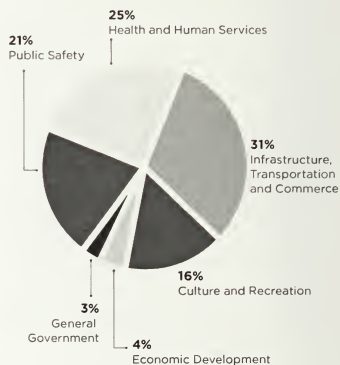
Approximately 80 percent of all capital projects for Fiscal year 2011-12 are focused on Infrastructure, Transportation and Commerce.

General Fund Departments Capital Budget by Expenditure Type



Streets and Right-of-way projects make up 24 percent of the General Fund department's capital budget.

General Fund Departments Capital Budget by Service Area



For General Fund departments, Infrastructure, Transportation and commerce represents 31 percent of total capital spending.

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2011-12	Proposed 2012-13
Department : AAM ASIAN ART MUSEUM				
FAAFAC00	AAM - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	150,000	
Department :AAM Subtotal			150,000	0
Department : ADM GENERAL SERVICES AGENCY - CITY ADMIN				
CACRIBU1299	RESERVE	GF-CONTINUING PROJECTS	2,000,000	
CACRIBU12UD	SFUSD	GF-CONTINUING PROJECTS	950,000	
CADEME00	MEDICAL EXAMINER RELOCATION	GF-CONTINUING PROJECTS	6,600,000	
CADEND071299	RESERVE	GF-CONTINUING PROJECTS	150,000	
CADEND121299	RESERVE	GF-CONTINUING PROJECTS	600,000	
CADEND151299	RESERVE	GF-CONTINUING PROJECTS	100,000	
CADEND161299	RESERVE	GF-CONTINUING PROJECTS	2,801,824	
CADEND171299	RESERVE	GF-CONTINUING PROJECTS	500,000	
CADEND191299	RESERVE	GF-CONTINUING PROJECTS	1,250,000	
CADHQB1299	FY11-12 CIP BUDGET	GF-CONTINUING PROJECTS	500,000	
FADHQB1199	FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	175,000	
FADOF121199	FY10-11 CIP BUDGET	GF-ANNUAL PROJECT	250,000	
PATCPCPB099	CAPITAL PLANNING 06-07	GF-CONTINUING PROJECTS	750,000	
Department :ADM Subtotal			16,626,824	0
Department : AIR AIRPORT COMMISSION				
CACI35UN3501	BOARDING AREA A IMPROVEMENTS-UNALLOC	199B COMMERCIAL PAPER - SERIES 3 AMT	(39,300)	
CAC045UN4501	NOISE INSULATION & MANAGEMNT SYS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(222,351)	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	1996 NOISE MITIGATION BONDS ISSUE 11	(222,351)	
CAC046UN4601	ENVIRONMENTAL IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	760,985	898,291
CAC0479C4701	AIRFIELD IMPROVEMENTS-RUNWAYS & TAXIWAYS	2009 SFIA CAPITAL PLAN	2,000,000	
CAC0479C4701	AIRFIELD IMPROVEMENTS-RUNWAYS & TAXIWAYS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,409,859	
CAC0479C4702	AIRFIELD CAPITAL EQUIPMENT	2009 SFIA CAPITAL PLAN	(1,000,000)	
CAC0479C4702	AIRFIELD CAPITAL EQUIPMENT	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(2,250,000)	
CAC0479C4703	AIRFIELD IMPROVEMENTS-EMAS/RUNWAY SAFETY	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,402,141	
CAC0479C4704	AIRFIELD IMPROVEMENTS-PERIMETER SECURITY	2009 SFIA CAPITAL PLAN	2,000,000	
CAC0479C4704	AIRFIELD IMPROVEMENTS-PERIMETER SECURITY	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,438,000	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009 SFIA CAPITAL PLAN	(5,000,000)	
CAC0479C4705	AIRFIELD IMPROVEMENTS-UTILITIES	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(2,000,000)	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	2,020	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	184,703	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	132,626	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	256,679	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	418,496	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	6,624	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	58,869	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	47,826	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	763,939	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	206,742	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	332,793	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2002 SFIA ISSUE 28B NON AMT BONDS	3,849	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	76,775	
CAC047UN4701	AIRFIELD IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	10,743,610	46,865,433
CAC0489C4801	SAFETY AND SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	5,100,000	
CAC0489C4801	SAFETY AND SECURITY IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	433,000	
CAC0489C4802	SECURITY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,000,000)	
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	2009E NON-AMT/PRIVATE ACTIVITY BONDS		250,000
CAC048UN4801	SAFETY & SECURITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND		810,001
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	33,000,000	
CAC0509C5001	AIRPORT SUPPORT IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	12,000	
CAC0509C5002	UPGRADE SUPPORT FACILITIES & INFRASTRUCT	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,105,000	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	(124,612)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 2-REFUNDING BONDS FD	(187)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(31,356)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(24,073)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(5,789)	
CAC050UN5001	AIRPORT SUPPORT-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	(329,054)	

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2011-12	Proposed 2012-13
CACD50UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	19,562,707	21,343,976
CACD50UN5001	AIRPORT SUPPORT-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND		3,500,000
CACD549C5401	GROUNDSIDE IMPROVEMENTS-VIADUCT IMPV	2009 SFIA CAPITAL PLAN	(8,000,000)	
CACD549C5401	GROUNDSIDE IMPROVEMENTS-VIADUCT IMPV	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(1,250,000)	
CACD549C5402	GROUNDSIDE IMPROVEMENTS-ROADWAY IMPV	2009 SFIA CAPITAL PLAN	(3,000,000)	
CACD549C5402	GROUNDSIDE IMPROVEMENTS-ROADWAY IMPV	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(3,000,000)	
CACD54UN5401	ROADWAY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-FEDERAL FUND	518,730	39,084
CACD559C5501	PARKING IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(8,800,000)	
CACD559C5501	PARKING IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(1,300,000)	
CACD579C5702	TERMINAL SAFETY IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,000,000)	
CACD579C5703	TERMINAL FACILITY RENOVATIONS	2009 SFIA CAPITAL PLAN	30,000,000	
CACD579C5703	TERMINAL FACILITY RENOVATIONS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	4,500,000	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 AMT BONDS	678,027	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15 NON-AMT BONDS	(2,020)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 15A COMM PAPER-AMT		12,475,000
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 18B NON-AMT BONDS	(60,091)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 19 NON-AMT BONDS	(132,476)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 23B-NON AMT BONDS	(233,803)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA ISSUE 26B-NON-AMT BONDS	(418,496)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	1,080	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1992 SFIA-ISSUE 9B-NON-AMT BOND	(2,164)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(58,682)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1993 SFIA-ISSUE 4-REFUNDING BONDS FD	(16,470)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1997 COMMERCIAL PAPER FUND (AMT)	9,578	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 AMT	121,708	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	1998 COMMERCIAL PAPER - SERIES 3 NON AMT	(739,866)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24A AMT BONDS	1,150,565	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2000 SFIA ISSUE 24B NON AMT BONDS	(200,953)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2001 SFIA ISSUE 27B NON AMT BONDS	(3,739)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2002 SFIA ISSUE 28B NON AMT BONDS	(3,849)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2004 SFIA ISSUE 31A AMT BONDS	253,851	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2005 SFIA ISSUE 32 AUCTION RATE BONDS	(76,775)	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,000,000	
CACD57UN5701	TERMINAL RENOVATIONS-UNALLOC	SFIA-CAPITAL PROJECTS-OPERATING FUND	3,578,641	
CACD609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(4,800,000)	
CACD609C6001	TELECOMMUNICATION SYSTEM IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(2,000,000)	
CACD609C6002	WATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(2,000,000)	
CACD609C6002	WATER SYSTEM IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(750,000)	
CACD609C6003	CENTRAL PLANT IMPROVEMENTS	2009 SFIA CAPITAL PLAN	2,000,000	
CACD609C6003	CENTRAL PLANT IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,500,000	
CACD609C6004	STORM DRAIN IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(3,500,000)	
CACD609C6004	STORM DRAIN IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	750,000	
CACD609C6005	UTILITY; POWER & LIGHTING SYS IMPV/MNT	2009 SFIA CAPITAL PLAN	(6,663,700)	
CACD609C6005	UTILITY; POWER & LIGHTING SYS IMPV/MNT	2009E NON-AMT/PRIVATE ACTIVITY BONDS	1,500,000	
CACD609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009 SFIA CAPITAL PLAN	(22,500,000)	
CACD609C6006	WASTEWATER SYSTEM IMPROVEMENTS	2009E NON-AMT/PRIVATE ACTIVITY BONDS	(1,500,000)	
CACD60UN6001	UTILITY IMPROVEMENTS-UNALLOC	2009 SFIA CAPITAL PLAN	(1,836,300)	
CACD60UN6001	UTILITY IMPROVEMENTS-UNALLOC	SFIA-CAPITAL PROJECTS-STATE FUND	567,003	
CACG3755	CT5500-PROF. SERVICES	1992 SFIA-ISSUE 5-MASTER PLAN BOND FD	(1,080)	
CACG2810	CT5900B-CONSTRUCTION	1992 SFIA-ISSUE 9B-NON-AMT BOND	(4,460)	
CACI8110	CT4004-CONSTRUCTION	2000 SFIA ISSUE 24A AMT BONDS	(9,082)	
CACI8110	CT4004-CONSTRUCTION	SFIA-CAPITAL PROJECTS-OPERATING FUND	(198,120)	
CACK9410	CT5706A-CONSTRUCTION	1992 SFIA ISSUE 23B-NON AMT BONDS	(22,876)	
CACM0925	CT3842-AE & I DESIGN	1992 SFIA ISSUE 19 NON-AMT BONDS	(150)	
CACT2009	AIRFIELD FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD		85,000
FAC3009	TERMINAL FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	3,115,000	3,580,000
FAC4009	GROUNDSIDE FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	200,000	615,000
FAC4509	UTILITIES FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	2,450,000	2,350,000
FAC5009	SUPPORT FAC MAINT	SFIA-CONTINUING PROJ-OPERATING FD	1,065,000	1,697,000
FAC5509	WEST OF BAYSHORE FACILITY MAINTENANCE	SFIA-CONTINUING PROJ-OPERATING FD	170,000	173,000
MACAT99	AIRPORT MUSEUM ART ACQUISITION	SFIA-CONTINUING PROJ-OPERATING FD	75,000	

CAPITAL PROJECTS

Project Title			Subfund Title	Proposed 2011-12	Proposed 2012-13
Department	:AIR	Subtotal		45,773,903	94,681,785
Department : ART ARTS COMMISSION					
FAR211		CIVIC COLLECTION - MAINTENANCE	GF-ANNUAL PROJECT	75,000	
FAR322		FACILITY MAINTENANCE PROJECTS	GF-ANNUAL PROJECT	75,000	
FAR403		CAE - BAYVIEW MAINTENANCE	GF-CONTINUING PROJECTS	500,000	
Department	:ART	Subtotal		650,000	0
Department : DBI DEPARTMENT OF BUILDING INSPECTION					
CBIPSC01		COUNTER RENOVATION	BIF-CONTINUING PROJECTS	1,000,000	
Department	:DBI	Subtotal		1,000,000	0
Department : DPH PUBLIC HEALTH					
CHCOAR01		SFDPH-OFFICE OF AIDS RENOVATION (SOAR)	GF-CONTINUING PROJECTS	300,000	
CHCOAR02		SFDPH-OFFICE OF AIDS RENOVATION (SOAR)	GF-CONTINUING PROJECTS	500,000	
CHGDSR02		DSRIP-CHN	SFGH-CONTINUING PROJ-OPERATING FD	1,344,000	
CHGELE0102		SFGH ELEVATOR REPLACEMENT BLDG 5-CHN	SFGH-CONTINUING PROJ-OPERATING FD	3,000,000	
FHC20001		FACILITIES MAINTENANCE-HEALTH CENTERS	GF-ANNUAL PROJECT	250,000	
FHG20001		MISC FAC MAINT PROJ	SFGH-OPERATING-ANNUAL PROJECTS	1,000,000	
FHL350		MISC FAC MAINT PROJ	LHH-OPERATING-ANNUAL PROJECTS	1,000,000	
GHC315		VAR LOC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	45,000	
PHCSOR01		SFDPH-OFFICE OF AIDS RENOVATION (SOAR)	AMERICAN RECOVERY AND REINVESTMENT ACT	9,508,907	
PHM313		DATA CONVERSION	GF-ANNUAL PROJECT	100,000	
Department	:DPH	Subtotal		17,047,907	0
Department : DPW GENERAL SERVICES AGENCY - PUBLIC WORKS					
CENPWIRBU12		PLAZA INSPECTION & REPAIR FY 12 BUDGET	GF-CONTINUING PROJECTS	30,000	
CENTRNCRBUI2		CURB RAMP CONSTRUCTION FY 12 BUDGET	GF-CONTINUING PROJECTS	250,000	
CENTRNCQ51299		LANDSLIDE/ROCKFALL FY 12 BUDGET	GF-CONTINUING PROJECTS	100,000	
CPWBLDSS0399		BETTER MARKET STREET BUDGET	GF-CONTINUING PROJECTS	793,313	
CPWBLDSS5499		GREAT STREETS BUDGET	GF-CONTINUING PROJECTS	215,023	
CPWBLDSS6899		106BJ-CESAR CHAVEZ STREETSCAPE RESERVE	STREET IMPVT. PROJECTS-STATE FUND	1,000,000	
CPWTRNRSBU12		STREET RESURFACING FY12 BUDGET	ROAD FUND	4,820,000	
CPWTRNRSBU12		STREET RESURFACING FY12 BUDGET	SPECIAL GAS TAX STREET IMPVT FUND	9,118,000	
CPWTRNRSBU12		STREET RESURFACING FY12 BUDGET	STREET IMPVT. PROJECTS-LOCAL FUND	2,500,000	
CSMDRS5A1299		SIDEWALK ABATEMENT PGM FY 12 BUDGET	GF-CONTINUING PROJECTS	840,000	
CSMDRS5W1299		SIDEWALK REPAIR PGM FY 12 BUDGET	GF-CONTINUING PROJECTS	840,000	
CUFTRNTR1299		STREET TREE ESTABLISHMENT FY 12 BUDGET	GF-CONTINUING PROJECTS	362,699	
FBRDPWBU1299		FACILITIES MAINTENANCE FY 12 BUDGET	GF-ANNUAL PROJECT	350,000	
FPWOF4A51299		STREET STRUCTURES INSPECTION FY 12	GF-CONTINUING PROJECTS	220,000	
FPWOF4ABU1299		CAPITAL EMERGENCY REPAIRS FY 12 BUDGET	GF-CONTINUING PROJECTS	300,000	
GCMOFALA1299		HAZMAT ABATEMENT FY 12 BUDGET	GF-CONTINUING PROJECTS	75,000	
GSRTNRPR1299		POTHOLE REPAIR FY 12 BUDGET	GF-CONTINUING PROJECTS	1,680,000	
PJUF0FAVR1299		MEDIAN MAINTENANCE FY 12 BUDGET	GF-CONTINUING PROJECTS	94,500	
PJUTRNTM1299		STREET TREE MAINTENANCE FY 12 BUDGET	GF-CONTINUING PROJECTS	225,000	
Department	:DPW	Subtotal		23,813,535	0
Department : DSS HUMAN SERVICES					
CSS004		CHILDCARE CENTER	GF-ANNUAL PROJECT	71,000	
FSS100		FACILITIES MAINTENANCE- CONTINUING FUND	GF-CONTINUING PROJECTS	200,000	
Department	:DSS	Subtotal		271,000	0
Department : FAM FINE ARTS MUSEUM					
FFA214		MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	150,000	
Department	:FAM	Subtotal		150,000	0
Department : FIR FIRE DEPARTMENT					
FFC106		UNDERGROUND STORAGE TANK MONITORING	GF-ANNUAL PROJECT	215,735	
FFC293		VARIOUS FACILITY MAINTENANCE PROJECT	GF-ANNUAL PROJECT	400,000	

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2011-12	Proposed 2012-13
Department :FJR Subtotal			615,735	0
Department : GEN GENERAL CITY RESPONSIBILITY				
PGEPHR00	PUBLIC HOUSING REBUILD FUND	GF-CONTINUING PROJECTS	2,250,000	
Department :GEN Subtotal			2,250,000	0
Department : JUV JUVENILE PROBATION				
FJV267	HVR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	20,000	
FJV311	YGC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	250,000	
FV312	LCR-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	60,000	
Department :JUV Subtotal			330,000	0
Department : POL POLICE				
CESER1PC0000	SFPD FORENSIC SERVICES RELOCATION	GF-CONTINUING PROJECTS	1,400,000	
CPCHA200	HAZMAT ABATEMENT	GF-CONTINUING PROJECTS	20,000	
IPC23601	VARIOUS LOCATIONS	GF-ANNUAL PROJECT	100,000	
Department :POL Subtotal			1,520,000	0
Department : PRT PORT				
CPO61901	EMERGENCY FACILITY MAINTENANCE	PORT-CONTINUING PROJ-OPERATING FD	200,000	100,000
CPO62518	MAINTENANCE DREDGING FY10/11 & FY11/12	PORT-CONTINUING PROJ-OPERATING FD	3,045,500	2,595,340
CPO68001	PORT ADA TRANSITION PLAN	PORT-CONTINUING PROJ-OPERATING FD	200,000	175,000
CPO72001	PIER 80/92/96 TRACK MAINT.	PORT-CONTINUING PROJ-OPERATING FD		100,000
CPO72710	MATERIALS TESTING FY 10/11 & FY 11/12	PORT-CONTINUING PROJ-OPERATING FD	750,000	700,000
CPO75201	AMADOR ST FORCED SEWER MAIN	PORT-CONTINUING PROJ-OPERATING FD	700,000	200,000
CPO75501	EMERGENCY TUGBOAT RESPONSE	PORT-CONTINUING PROJ-OPERATING FD	1,816,500	
CPO76101	UTILITIES PROJECT	PORT-CONTINUING PROJ-OPERATING FD	175,000	204,660
CPO76904	PIERS 27/29 SHORESIDE POWER	PORT-CONTINUING PROJ-OPERATING FD	1,000,000	1,225,000
CPO77401	GREENING/BEAUTIFICATION IMP - S.WATERFRNT	PORT-CONTINUING PROJ-OPERATING FD	150,000	
CPO77601	LEASING CAPITAL IMPROVEMENT PROJECT	PORT-CONTINUING PROJ-OPERATING FD	100,000	100,000
CPO77801	PIER STRUCTURE RPR PRJT PH II	PORT-CONTINUING PROJ-OPERATING FD	4,622,500	1,500,000
CPO78301	FW HARBOR OFFICE & SFPD MARINE UNIT HDQT	PORT-CONTINUING PROJ-OPERATING FD	200,000	
CPO78501	FERRY TERMINAL FLOAT REPAIRS	PORT-CONTINUING PROJ-OPERATING FD	350,000	300,000
CPO78801	WATERFRONT SEWER PUMP-PHASE II PROJECT	PORT-CONTINUING PROJ-OPERATING FD		100,000
CPO79101	PIER 70 HISTORIC BUILDING CLEAN-UP	PORT-CONTINUING PROJ-OPERATING FD	50,000	
CPO79401	SO WATERFRNT OPEN SPACE ENHNCMNTS/ALTERN	PORT-CONTINUING PROJ-OPERATING FD	550,000	550,000
CPO79501	PRT ELEVATOR/ESCALATOR UPGR/REPAIR/PMNT	PORT-CONTINUING PROJ-OPERATING FD	200,000	300,000
CPO79601	PIER 70 INFRASTRUCTURE PLAN	PORT-CONTINUING PROJ-OPERATING FD		100,000
CPO79701	PIER 94/96 HIGH MAST LIGHTING PROJECT	PORT-CONTINUING PROJ-OPERATING FD		300,000
GPO22801	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	205,000	205,000
GPO23601	PUBLIC ACCESS IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	75,000	70,000
GPO53601	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	185,000	185,000
GPO54301	FACILITY MAINTENANCE AND REPAIR	PORT-OPERATING-ANNUAL PROJECTS	287,000	287,000
GPO54701	WHARF 3-10 OVERSIGHT	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO54801	ABANDONED MAT/ILLEGAL DUMPING CLEANUP-RE	PORT-OPERATING-ANNUAL PROJECTS	165,000	165,000
GPO54901	ICS TRAINING DVLPMNT & IMPLEMENTATION	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO55001	HAZARDOUS WASTE ASSESSMENT & REMOVAL	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55101	A/E CNSLTNG PRJT PLUNING; DSG & COST EST	PORT-OPERATING-ANNUAL PROJECTS	475,000	475,000
GPO55401	CMNS PRJT (AVANTIS REPLACEMENT)	PORT-OPERATING-ANNUAL PROJECTS		51,588
GPO55601	UTILITY ANNUAL MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	50,000	50,000
GPO55701	OIL SPILL RESPONSE TRAINING & INVSTGTION	PORT-OPERATING-ANNUAL PROJECTS	90,000	90,000
GPO55901	EMERGENCY OPERATIONS EQUIPT & DOC SUPPL	PORT-OPERATING-ANNUAL PROJECTS	25,000	25,000
GPO56101	PIER 94/96 BACKLANDS SITE INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	40,000	40,000
GPO56301	EMERGE CITYWIDE PAYROLL PROJECT	PORT-OPERATING-ANNUAL PROJECTS	103,116	103,116
GPO56501	SANITARY SEWER MANAGEMENT PLAN	PORT-OPERATING-ANNUAL PROJECTS	100,000	100,000
GPO56601	PORT RESILIENCE & RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS	100,000	100,000
GPO56801	PIER 80 UST INVESTIGATION	PORT-OPERATING-ANNUAL PROJECTS	250,000	
GPO56901	GIS PROJECT	PORT-OPERATING-ANNUAL PROJECTS	204,520	239,520
GPO57001	DISASTER RECOVERY PROJECT	PORT-OPERATING-ANNUAL PROJECTS		150,000
GPO57101	ORACLE R12 UPGRADE PROJECT	PORT-OPERATING-ANNUAL PROJECTS	50,000	250,000
GPO62401	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	109,000	109,000

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2011-12	Proposed 2012-13
GPO63201	HERON'S HEAD PARK (PIER 98)	PORT-OPERATING-ANNUAL PROJECTS	151,000	151,000
GPO72802	PORT EVENTS & PROMOTION	PORT-OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEA506	YOUTH EMPLOYMENT & ENVIRON BUDGET	PORT-OPERATING-ANNUAL PROJECTS	565,000	565,000
Department :PRT Subtotal			17,614,536	12,236,224
Department : PUC PUBLIC UTILITIES COMMISSION				
CENMSCICSR00	SEWER REPLACEMENT	2011A BOND FUND	10,000,000	
CENMSCICSR00	SEWER REPLACEMENT	2012A BOND FUND	12,999,600	
CENMSCICSR00	SEWER REPLACEMENT	CWP-OPERATING GRANTS-STATE FUND	(30,000,000)	
CENMSCICTF00	TREATMENT FACILITIES IMPROVEMENTS	2012A BOND FUND	11,467,716	
CENMSCSP0600	SSIP PLANNING	2011A BOND FUND	(5,413,000)	
CENMSCSP0600	SSIP PLANNING	2012A BOND FUND	(10,300,000)	
CUH88501	TRANSMISSION/DISTRIBUTION SYSTEMS IMPROV	HETCHY CONTINUING PROJ-OPERATING FD		830,000
CUH88601	525 GOLDEN GATE-NON CONSTRUCTION	HETCHY CONTINUING PROJ-OPERATING FD	2,709,000	
CUH88601	525 GOLDEN GATE-NON CONSTRUCTION	QUALIFIED ENERGY CONSERVATION BOND	8,291,000	
CUH88701	SF ELECTRICAL RELIABILITY/TRANSBAY PRJCT	TRANSBAY CABLE	2,000,000	2,000,000
CUH89601	STREETLIGHT REPLACEMENT	HETCHY CONTINUING PROJ-OPERATING FD	9,542,000	1,259,000
CUH94763	SOLAR ENERGY INCENTIVE FUND	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000	2,000,000
CUH97201	LOAD METER PROGRAM	HETCHY CONTINUING PROJ-OPERATING FD		1,000,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,902,500	715,000
CUH97500	WATER INFRASTRUCTURE - BUDGET	HETCHY WATER BOND FUNDED PROJECT	6,647,500	13,585,000
CUH97600	POWER INFRASTRUCTURE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	13,340,000	10,685,000
CUH97700	FACILITIES RENEWALS - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	9,075,000	3,575,000
CUH97700	FACILITIES RENEWALS - BUDGET	HETCHY WATER BOND FUNDED PROJECT	7,425,000	2,925,000
CUH97801	COMMUNITY CHOICE PROJECT - CCA	HETCHY CONTINUING PROJ-OPERATING FD	1,000,000	
CUH98301	CIVIC CENTER DISTRICT - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	962,000	962,000
CUH98601	SEA - ENERGY EFFICIENCY GENERAL FUND	HETCHY CONTINUING PROJ-OPERATING FD	6,240,500	1,500,000
CUH99201	GENERATION/OCEAN - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	200,000	500,000
CUH99301	SMALL RENEWABLE - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	1,500,000	1,500,000
CUH99401	SMALL HYDRO - BUDGET	HETCHY CONTINUING PROJ-OPERATING FD	200,000	200,000
CUH99501	ENTERPRISE DEPTS- ENERGY EFFICIENCY	HETCHY CONTINUING PROJ-OPERATING FD	150,000	150,000
CUW25701	WATERSHED PROTECTION	SFWD-CONTINUING PROJ-OPERATING FD	1,270,000	270,000
CUW2600001	LOCAL REPAIR & REPLACEMENT PROGRAM	2002 PROP E BOND FUND	9,568,636	25,138,000
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	SFWD-CAPITAL PROJECTS-LOCAL FUND	2,712,500	612,500
CUW26200	REGIONAL WATER RNR - TREATMENT FACILITY	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	5,037,500	1,137,500
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	2002 PROP E BOND FUND	1,000,000	4,000,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	SFWD-CAPITAL PROJECTS-LOCAL FUND		3,745,000
CUW26300	REGIONAL RNR - CONVEYANCE/TRANSMISSION	WHOLESALE CUSTOMER CAPITAL FUND (WATER)		6,955,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,540,000	1,960,000
CUW26400	WATERSHED & ROW MANAGEMENT PROGRAM	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,860,000	3,640,000
CUW26501	LANDSCAPE CONSERVATION PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,000,000	1,000,000
CUW27001	TREASURE ISLAND CAPITAL IMPROVEMENTS	2002 PROP E BOND FUND	6,525,000	5,775,000
CUW27101	LONG TERM MONITORING & PERMIT PROGRAM	SFWD-CONTINUING PROJ-OPERATING FD	1,600,000	3,231,000
CWW10000	PROPERTY PURCHASE	CWP-CAPITAL PROJECTS-LOCAL FUND	3,250,000	
CWWBAE00	810FUEL ALTERNATIVE ENERGY PROGRAM	2012A BOND FUND	(1,210,000)	
CWWALD00	LOW IMPACT DESIGN PROJECT	2012A BOND FUND	(1,500,000)	
CWWNRN00	VWIE REPAIR AND REPLACEMENT PROGRAM	2012A BOND FUND	(12,722,866)	
CWWNRNCS0000	VWIE RNR COLLECTION SYSTEM	2012A BOND FUND	7,445,550	
CWWNRNCS0000	VWIE RNR COLLECTION SYSTEM	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	23,202,450	24,181,000
CWWNRNJO1	OUTFALL INSPECTION/RECEIVING WATER	2012A BOND FUND	3,500,000	
CWWNRNTF0000	VWIE RNR TREATMENT FACILITIES	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	7,450,000	8,595,000
CWWSPICF00	CENTRAL BAYSIDE SYSTEM IMPROVEMENTS	2012A BOND FUND	(5,000,000)	
CWWSPIDP00	810SOLIDS/DIGESTER PROJECT BUDGET	2012A BOND FUND	(14,000,000)	
CWWSPINC00	NORTHSHORE TO CHANNEL FORCE MAIN	2012A BOND FUND	15,000,000	
CWWSPIPL00	SSIP PLANNING PROJECT	2011A BOND FUND	5,413,000	
CWWSPIPL00	SSIP PLANNING PROJECT	2012A BOND FUND	8,300,000	
CWWSPIPF00	BAYSIDE & WESTSIDE PUMP STATIONS	2012A BOND FUND	1,020,000	
CWWSPIR800	RICHMOND BASIN IMPROVEMENTS	2012A BOND FUND	1,000,000	
CWWSPUPW00	URBAN WATERSHED ASSESSMENT PROJECT	2012A BOND FUND	4,000,000	
FUW10001	FACILITIES MAINTENANCE - WSTD	SFWD-CAPITAL PROJECTS-LOCAL FUND	1,109,500	1,631,000
FUW10001	FACILITIES MAINTENANCE - WSTD	WHOLESALE CUSTOMER CAPITAL FUND (WATER)	2,060,500	3,029,500
FUW10101	AWSS MAINTENANCE - CDD	SFWD-OPERATING-ANNUAL PROJECTS	1,100,000	1,100,000

CAPITAL PROJECTS

Project Title		Subfund Title	Proposed 2010-11	Proposed 2011-12
PWU50201	WATER RESOURCES PLANNING AND DEVELOPMENT	SFWD-OPERATING-ANNUAL PROJECTS	2,100,000	1,400,000
PWU51100	TREASURE ISLAND - MAINTENANCE	HETCHY OPERATING-ANNUAL PROJECTS	2,810,000	2,810,000
PWU51100	TREASURE ISLAND - MAINTENANCE	SFWD-OPERATING-ANNUAL PROJECTS	1,132,000	1,132,000
PWU51101	TREASURE ISLAND - WASTEWATER	CWP-OPERATING-ANNUAL PROJECTS	1,200,000	1,200,000
PWU51401	525 GOLDEN GATE - O & M	CWP-OPERATING-ANNUAL PROJECTS	600,390	640,509
PWU51401	525 GOLDEN GATE - O & M	HETCHY OPERATING-ANNUAL PROJECTS	338,026	357,145
PWU51401	525 GOLDEN GATE - O & M	SFWD-OPERATING-ANNUAL PROJECTS	2,163,375	2,265,213
PWU51501	525 GOLDEN GATE - LEASE PAYMENT	CWP-OPERATING-ANNUAL PROJECTS		1,457,829
PWU51501	525 GOLDEN GATE - LEASE PAYMENT	HETCHY OPERATING-ANNUAL PROJECTS		705,139
PWU51501	525 GOLDEN GATE - LEASE PAYMENT	SFWD-OPERATING-ANNUAL PROJECTS		7,678,702
PWW10001	LOW IMPACT DEVELOPMENT	CWP-OPERATING-ANNUAL PROJECTS	681,395	681,395
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	HETCHY OPERATING-ANNUAL PROJECTS	150,000	150,000
PYEAES06	YOUTH EMPLOYMENT & ENVIRON BUDGET	SFWD-OPERATING-ANNUAL PROJECTS	1,150,000	1,150,000
Department :PUC Subtotal			157,795,772	161,014,432
Department : REC RECREATION AND PARK COMMISSION				
CRPACQ01	OS ACQUISITION-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,808,450	
CRPCCP01	CIVIC CENTER PLAZA	GF-CONTINUING PROJECTS	1,000,000	
CRPCNT01	AUDITOR SERVICES	OPEN SPACE-CONTINUING PROJECTS	8,000	
CRPCON01	OPEN SPACE CONTINGENCY-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,000,000	
CRPCPM01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE-CONTINUING PROJECTS	1,085,070	
CRPOBW01	MARINA DBW LOAN RESERVE	R&P-MARINA YACHT HARBOR FUND	16,840	
CRPGAR01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	200,000	
CRPLGF01	GOLF PROGRAM	GOLF FUND - CONTINUING PROJECTS	290,000	
CRPNPG01	OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	OPEN SPACE-CONTINUING PROJECTS	250,000	
CRPNPIN	2000 NEIGHBORHOOD R&P BONDS-INTEREST EAR	R&P CAPITAL IMPROVEMENTS-LOCAL FUND	500,000	
CRPUSP01	UNION SQUARE PLAZA-ADA REMEDIATION	DOWNTOWN PARK FUND	375,000	
CRPYRP01	MARINA YACHT RENOVATION PROGRAM	R&P-MARINA YACHT HARBOR FUND	91,000	
FRPCMQ01	MONSTER PARK - FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	1,750,000	
FRPFRR01	FIELD REHABILITATION	GF-ANNUAL PROJECT	50,000	
FRPGEN01	GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	630,000	
FRPMAT01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	200,000	
FRPYFM01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	360,000	
PRPMDP01	MISSION DOLORES PG FAC MAINT RESERVE	GF-CONTINUING PROJECTS	15,000	
Department :REC Subtotal			9,629,360	0
Department : SCI ACADEMY OF SCIENCES				
FSCMNT00	ACADEMY OF SCIENCES FAC. MAINT.	GF-NON-PROJECT-CONTROLLED	150,000	
Department :SCI Subtotal			150,000	0
Department : SHF SHERIFF				
CSHFIR00	REPLACEMENT OF FIRE SYSTEM	GF-CONTINUING PROJECTS	1,000,000	
CSHFROF00	REPAIR OF ROOF ON JAIL FACILITIES	GF-CONTINUING PROJECTS	5,200,000	
FSHFMP	VAR LOC-MISC FAC MAINT PROJ	GF-ANNUAL PROJECT	350,000	
Department :SHF Subtotal			6,550,000	0
Department : WAR WAR MEMORIAL				
CWM65602	VETERANS BLDG. RENOVATION PLANNING	WAR MEMORIAL-CONTINUING PROJECTS	56,989	
CWM75701	DAVIES HALL: REPLACE PASSENGER ELEVATORS	WAR MEMORIAL-CONTINUING PROJECTS	350,000	
GWMS23M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	490,500	
Department :WAR Subtotal			897,489	0
Capital Project Total			302,836,061	267,932,441

COMMONLY USED TERMS



COMMONLY USED TERMS

ACCRUAL BASIS ACCOUNTING – An accounting methodology that recognizes revenues or expenditures when services are provided.

THE AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009 (ARRA) – Legislation enacted in February 2009, which provides an infusion of federal dollars into the economy. Several City departments will leverage resources through the many provisions of ARRA, which aims to create and save jobs, jumpstart our economy, and build the foundation for economic growth.

ANNUAL APPROPRIATION ORDINANCE (AAO) – The piece of legislation that enacts the annual budget.

ANNUAL SALARY ORDINANCE (ASO) – The piece of legislation that grants departments the authority to fill a specified number of positions during the fiscal year. Note that this is not the same as having the funding to fill that number of positions. The ASO is passed at the same time as the AAO.

ANNUALIZATION – Adjusting a partial year revenue or expense to reflect a full year's worth of income or spending.

ATTRITION SAVINGS – Salary savings that result when positions at a department are vacant.

BALANCING – Process of making revenues match expenditures within each departmental budget and within the City budget as a whole.

BASELINE – (1) The annualized budget for the current fiscal year, which serves as the starting point for preparing the next fiscal year's budget. (2) A required minimum of spending for a specific purpose.

BUDGET CYCLE – The period of time in which the City's financial plan for the upcoming fiscal year is developed; submitted to, reviewed, and enacted by the Board of Supervisors and signed by the Mayor; and implemented by city departments.

CAPITAL BUDGET – Funds to acquire land, plan and construct new buildings, expand or modify existing buildings, and/or purchase equipment related to such construction.

CASH BASIS ACCOUNTING – An accounting methodology that recognizes revenues and expenditures when payments are actually made.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) – The City's Annual Financial Report, which summarizes the performance of all revenue sources and accounts for total expenditures in the prior fiscal year.

CARRYFORWARD – Funds remaining unspent at year-end that a department requests permission to spend during the following fiscal year. Some funds carry forward automatically at year-end.

COST-OF-LIVING ADJUSTMENT (COLA) – A regularly scheduled adjustment to salaries, aid payments or other types of expenditures to reflect the cost of inflation.

COUNTY-WIDE COST ALLOCATION PLAN (COWCAP) – The County-Wide Cost Allocation Plan is developed annually by the Controller's Office and calculates the overhead rate charged to each department for its share of citywide overhead costs, such as payroll, accounting, and operations.

DEFICIT – An excess of expenditures over revenues.

ENTERPRISE DEPARTMENT – A department that does not require a General Fund subsidy because it generates its own revenues by charging a fee for service.

FISCAL YEAR – The twelve-month budget cycle. San Francisco's fiscal year runs from July 1st to June 30th.

FRINGE – The dollar value of employee benefits such as health and dental, which varies from position to position.

FULL-TIME EQUIVALENT (FTE) – One or more employees who cumulatively work 40 hours/week.

FUND – Government budgets are made up of funds that organize and account for specific resources. Each fund is considered a separate accounting entity.

FUND BALANCE – The amount of funding that remains in a given fund at the end of the fiscal year.

GENERAL FUND – The largest of the City's funds, the General Fund is a source for discretionary spending and funds many of the basic municipal services such as public safety, health and human services and public works. Primary revenue sources include local taxes such as property, sales, payroll and other taxes.

GENERAL FUND DEPARTMENT – A department that receives an annual appropriation from the City's General Fund.

INTERIM BUDGET - The citywide budget that is in effect for the first two months of the fiscal year, during the lag period between July 1st – the date on which the Board of Supervisors must technically submit its budget – until mid-August when the new budget is signed into effect by the Mayor. The Mayor's proposed budget serves as the interim budget.

MAYOR'S PROPOSED BUDGET - The citywide budget submitted to the Board of Supervisors by the Mayor's Office, on May 1st for selected Enterprise and General Fund departments and June 1st for all remaining departments, that makes recommendations and estimates for the City's financial operations for the ensuing fiscal year.

MEMORANDUM OF UNDERSTANDING (MOU) - A binding agreement between two parties.

ORDINANCE - A proposed or enacted law. Typically prepared by the City Attorney.

RAINY DAY RESERVE - Funds that are legally set-aside by the City Charter, Section 9.113.5, with the intent of

protecting the City from being negatively impacted by the economy's boom-bust cycle. Generally, the Rainy Day Reserve requires that money be saved when revenue growth exceeds a certain level (in good economic times) in order to create a cushion during economic downturns.

RESOLUTION - A type of legislation. Typically prepared by the sponsoring department or a member of the Board of Supervisors and is generally directed internally.

REVISED BUDGET - The department's budget at year-end. Over the course of the fiscal year, the department's original budget may be amended to reflect supplemental appropriations, and receipts of unbudgeted grants.

SPECIAL FUND - Any fund other than the General Fund. Revenue in special funds is non-discretionary.

SURPLUS - An excess of revenue over expenditures.

TECHNICAL ADJUSTMENT - Changes made by the Mayor's Office to the Mayor's proposed budget after it has been submitted to the Board of Supervisors.



